ATTACHMENTS EXCLUDED FROM AGENDA

Council Meeting

Tuesday, 28 April 2026

7:00 PM

Dragon Room
Civic Centre
Hurstville

GEORGES RIVER COUNCIL

COUNCIL MEETING

ATTACHMENTS EXCLUDED FROM AGENDA

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Outstanding Resolutions Report

Division:
Committee: Council Meeting
Officer:

Date From:
Date To: 31 March 2026

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MEETING	MEETING DATE	ITEM NO	RESOLUTION TITILE	RESOLUTION	COMMENTS
Council Meeting 23/03/2026	23/03/2026	COM009-26	Interactions with Children and Young People Policy for Adoption	(a) That Council acknowledge the results of community consultation for the revised draft Interactions with Children and Young People Policy. (b) That Council adopts the revised draft Interactions with Children and Young People Policy. (c) That Council approve a minor amendment to the Library Use and Membership Policy to raise the age that children can use the library unattended from 10 to 12 years old.	**10 Apr 2026 9:51am Drevikovsky, Alexis** (a) Council noted that two pieces of feedback from community consultation were addressed in the report and amendments to the Policy were made where appropriate. - Complete, (b) Council adopted the revised draft Interactions with Children and Young People Policy. A final version of the Policy will be published on Council's website. - In progress, (c) Following Council approval, the Library Use and Membership Policy was amended to raise the age that children can use the library unattended from 10 to 12 years old, and the amended policy was published on Council's website. - Complete
Council Meeting 23/03/2026	23/03/2026	ENV005-26	Outcomes of Public Exhibition - Planning Proposal for Reclassification of Part of Moore Park, Beverley Park	(a) That Council note submissions received during public exhibition and outcomes of a public hearing on the Planning Proposal PP2024/0006 that seeks to amend the Georges River Local Environmental Plan 2021 (GRLEP) to reclassify a part of the Council owned land known as Moore Park located at 33 Lobb Crescent, Beverley Park from 'community land' to 'operational land'. (b) That Council adopt the Planning Proposal PP2024/0006 with an amendment that changes the proposed GRLEP instrument amendment from Part 1 to Part 2 in Schedule 4 of the GRLEP. (c) That Council adopt an amendment to Schedule 4 Part 2 of the GRLEP to reclassify the northwestern portion of Council's Moore Park land (Part of Lot 160, DP 19098) to 'operational land' (as proposed in the amended Planning Proposal PP2024/0006). (d) That Council forward the amended Planning Proposal PP2024/0006 to the Department of Planning, Housing and Infrastructure (DPHI) for finalisation and gazettal in accordance with Section 3.36 of the Environmental Planning and Assessment Act 1979. (e) That all persons who made a submission to the Planning Proposal be advised of Council's decision.	**30 Mar 2026 11:43am Qin, Anne** Target date changed from 30 March 2026 to 30 April 2026 - Advice is being sought from the DPHI on the required information for finalisation - anticipated to be completed by end of April 2026. **01 Apr 2026 3:53pm Qin, Anne** In Progress , a) - e) Exhibited from 19 November to 19 December 2025, including a public hearing for the proposed reclassification of a portion of Moore Park held on 28 January 2026. A report on the exhibition outcomes was endorsed by the Environment and Planning Committee on 9 March 2026 and Council on 23 March 2026. The Planning Proposal is currently being progressed to DPHI for finalisation.
Council Meeting 23/03/2026	23/03/2026	ENV006-26	Endorsement of the MSE Pipeline Hazard Analysis Planning Proposal for Gateway	(a) That Council forward Planning Proposal No.2026/0002 (Moomba to Sydney Ethane (MSE) Pipeline Hazard Analysis) enclosed in Attachment 1 to the Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination under Section 3.34 of the *Environmental Planning and Assessment Act 1979*. (b) That Council publicly exhibit the Planning Proposal in accordance with the terms of the Gateway Determination issued by the DPHI and the *Georges River Council Engagement Strategy*. (c) That Council authorise the Director Environment and Planning to make minor editorial amendments to the Planning Proposal as required throughout the reporting process. (d) That a further report be provided to Council outlining submissions received during the public exhibition period of the Planning Proposal.	**30 Mar 2026 11:41am Qin, Anne** Target date changed by Qin, Anne from 30 March 2026 to 25 December 2026 - Resolution requires report back to Council following public exhibition - which will only occur after Gateway Determination is issued by the DPHI. Anticipated to be completed by December 2026. **01 Apr 2026 3:55pm Qin, Anne** In Progress , Considered by the Local Planning Panel on 19 February 2026. A report seeking endorsement for a Gateway Determination was endorsed by the Environment and Planning Committee on 9 March 2026 and Council on 23 March 2026. , (a) Completed – the Planning Proposal (2026/0002 - Moomba to Sydney Ethane Pipeline Hazard Analysis was forwarded to DPHI seeking a Gateway Determination on 1 April 2026., b) Completed - Considered by the Local Planning Panel on 19 February 2026. A report seeking endorsement for a Gateway Determination was endorsed by the Environment and Planning Committee on 9 March 2026 and Council on 23 March 2026. , c) Noted , d) Report provided to Council at its meeting on 23 March 2026
Council Meeting 23/03/2026	23/03/2026	LTF002-26	Proposed Parking Restriction Signage Update - Various Council Car Parks	(a) That the parking restriction signage at the following Council car parks be updated, as per the plans in the report: (i) Morts Road car park, Mortdale (corner of Morts Road and Cook Street) (ii) Cook Lane car park, Mortdale (corner of Cook Lane and Cook Street) (iii) Belmore Lane car park, Riverwood (corner of Belmore Lane and Coleridge Street) (iv) Killara Avenue car park, Riverwood (v) Webb Street car park, Riverwood (vi) Connelly Street car park, Penshurst	**26 Mar 2026 3:16pm McGrath, Rachelle - Reallocation** Action reassigned to Lindsay, Samuel by McGrath, Rachelle - Reassigned to Sam Lindsay for action update **13 Apr 2026 3:34pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - a) Currently in RFQ. Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next quarter, weather permitting.

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				(vii) Littleton Street car park building, Riverwood	
Council Meeting 23/03/2026	**23/03/2026**	**LTF007-26**	**Mavis Avenue, Peakhurst - Proposed measures to improve safety at the intersection with Forest Road.**	That the 'Give Way' control and the 10 metres double barrier centrelines be introduced at the intersection of Mavis Avenue and Forest Road, as per the Plan in the report.	**13 Apr 2026 3:41pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage and line marking installation in the Council's maintenance program. It is expected the installation works will be completed within the next quarter, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF008-26**	**Morshead Drive, South Hurstville - Proposed 'No Stopping' Zone on Morshead Drive at Rickard Road.**	That a 10m 'No Stopping' zone be installed on the northern kerb side of Morshead Drive, south of Rickard Road, South Hurstville - as per the plan in the report.	**13 Apr 2026 3:41pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next month, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF010-26**	**Railway Parade, Mortdale - Proposed Changes to Linemarking**	That the existing double dividing line markings on Railway Parade, on the eastern approach to the intersection with Ellen Subway, be extended by 1.7 metres to the west as per the plan in the report.	**13 Apr 2026 3:42pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the line marking installation in the Council's maintenance program. It is expected the installation works will be completed within the next quarter, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF011-26**	**Balmoral Road, Mortdale - Proposed 'No Stopping' Zones on Balmoral Road at the T-junction.**	That 10m 'No Stopping' Zones be introduced in Balmoral Road at Baltimore Road, as per the plan in the report.	**13 Apr 2026 3:43pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next month, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF012-26**	**Railway Parade, Carlton - Proposal to convert 11.5 metres of existing 2P parking to a 15-minute (¼P) parking zone outside the shops.**	That: (a) The proposed 11.5 metres of existing 2P be converted to ¼P parking outside the shops on Railway Parade between Jubilee Avenue and Buchanan Street, Carlton (b) Council's Rangers be advised of the outcome	**13 Apr 2026 3:43pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next month, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF014-26**	**Clarendon Road and Clarke Street, Peakhurst - Proposed 'No Stopping' Restrictions**	That regulatory 10 metres 'No Stopping' restrictions be installed on all approach and departure lanes at the intersection of Clarendon Road and Clarke Street, Peakhurst as per the plan in the report.	**13 Apr 2026 3:45pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next month, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF015-26**	**MI Mi Street, Oatley West - Proposed measures to improve safety at the intersection.**	That STOP measures be implemented on Mi Mi Street at Wonoona Parade West intersection.	**13 Apr 2026 3:46pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Replacement of Give Way sign with Stop sign was completed on 25/3/2026 with service request reference id: RD2026/0566. Council officers have included the line marking installation in the Council's maintenance program. It is expected the installation works will be completed within the next quarter, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF016-26**	**Forest Road and Taffs Avenue, Lugarno - Proposed new linemarkings**	(a) That 195 metres of 'Parking Edge Line markings' be installed on the eastern and western sides of Forest Road between Chivers Avenue and Grandview Crescent, Lugarno as per the plan in the report (b) That 8 metres 'Double Dividing Line marking' be installed on the Taffs Avenue approach to the intersection of Forest Road and Taffs Avenue as per the plan in the report. (c) That 20 metres 'Continuity Line marking (CL1)' be installed at the intersection of Forest Road and Taffs Avenue as per the plan in the report.	**13 Apr 2026 3:46pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the line marking installation in the Council's maintenance program. It is expected the installation works will be completed within the next quarter, weather permitting.

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Council Meeting 23/03/2026	**23/03/2026**	**LTF018-26**	**Myra Place, Oatley Parade and Mimosa Street. Oatley - Proposed 'No Stopping' Restrictions and Yellow line markings**	That 'No Stopping' restrictions and yellow line markings be installed at the intersection of Myra Place, Oatley Parade and Mimosa Street, Oatley as per the plan in the report.	**13 Apr 2026 3:48pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage and line marking installation in the Council's maintenance program. It is expected the installation works will be completed within the next quarter, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF019-26**	**Othello Street, Blakehurst - Changes to 'No Parking' Restriction**	That the 'No Parking, 6am to 6pm Thursdays' restrictions at the cul-de-sac of Othello Street, Blakehurst be reduced by 1.6 metres, as per the plan in the report.	**13 Apr 2026 3:49pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next month, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF021-26**	**Daisy Avenue, Penshurst - Proposed 'No Stopping' restrictions at the intersection with Braeside Avenue, Penshurst.**	That 10 metres 'No Stopping' restrictions be introduced on the western side of Daisy Avenue at Braeside Avenue in Penshurst That the residents of No. 13 Braeside Avenue and Nos. 16, 18 and 20 Daisy Avenue will be notified of the implementation.	**13 Apr 2026 3:53pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Council officers have included the signage installation in the Council's maintenance program. It is expected the installation works will be completed within the next month, weather permitting.
Council Meeting 23/03/2026	**23/03/2026**	**LTF022-26**	**Littleton Street, Riverwood - Club Rivers Anzac Day Service 2026**	That: (a) The road closure of Littleton Street (between Belmore Road and Erskine Street) in Riverwood between 4 am and 12 pm on Saturday 25 April 2026 be approved. (b) Council advise Club Rivers to notify all affected residents and businesses at least one week prior to the road closure, following Council approval. (c) The event is categorised as a 'Class 3' event.	**13 Apr 2026 3:53pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Event organiser will implement TMP
Council Meeting 23/03/2026	**23/03/2026**	**LTF023-26**	**Special Event - Penshurst RSL Club - ANZAC Day Service 2026**	(a) That the event is categorised as a 'Class 3' Event. (b) That the road closures of Bridge Street (between Penshurst Street and Apsley Street) and Connelly Street (between Forest Road and Bridge Street), Penshurst between 1:15 pm and 2:45 pm on Sunday, 19 April 2026 be approved. (c) That Council barricades 14 car parking spaces directly outside the Memorial on Bridge Street, Penshurst, at least 24 hours prior to the march to ensure that the spaces are vacant for the service on Sunday, 19 April 2026. (d) That Council advise the Penshurst RSL Club that they are to liaise with NSW Police regarding the need for a Risk Assessment for Hostile Vehicle Mitigation to be carried out by an appropriately qualified person holding a Masters 2A Security License prior to the closures occurring. (e) That Council advise the Penshurst RSL Club to notify all affected residents and businesses a minimum of one week prior to the closures, following approval from Council. Note: The dates in (b) and (c) were amended to 19 April 2026 instead of 13 April 2025	**13 Apr 2026 3:53pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - Event organiser will implement TMP
Council Meeting 23/03/2026	**23/03/2026**	**LTF089-25**	**Carrington Avenue and Warwick Street, Hurstville - Proposed Intersection Safety Improvement**	(a) That 'Median Island, Speed humps, Kerb blisters, Kerb ramps, 'Stop' signs, including associated signage and Line markings' be considered for installation at the intersection of Carrington Avenue and Warwick Street, Hurstville as per the plan in the report, (b) That the final design plan be endorsed for construction within the current financial year 2025/2026 from the available funding allocated to Carrington Avene and Warwick Street, Hurstville; the existing 'No Stopping' sign on the south west corner of Carrington Street is to be retained in its current location.	**13 Apr 2026 3:55pm Berro, Dema - Target Date Revision** Target date changed by Berro, Dema from 30 March 2026 to 01 December 2026 - In progress, with design team currently.

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				(c) That, based on resident feedback, Council Officers undertake community consultation regarding the potential installation of a raised threshold and additional signage in Warwick Street and report the outcomes to a future Local Transport Forum.		
Council Meeting 23/03/2026	**23/03/2026**	**MM003-26**	**Congratulations on a successful Major Summer Events Festival**	**MM003-26**	**Congratulations on a successful Major Summer Events Festival** (Report by The Mayor, Councillor Borg)	**09 Apr 2026 1:36pm Goumis, Fiona** Mayoral letters will be prepared for sponsors and Council officers will send out formal letters of notification to community organisations, acknowledging and thanking them for their invaluable contributions and ongoing support of these important community events.
Council Meeting 23/03/2026	**23/03/2026**	**NM008-26**	**Development of an Artificial Intelligence (AI) Governance Framework for Georges River Council**	(a) That Council acknowledge: (i) That Artificial Intelligence (AI) technologies are increasingly being adopted across local government to support service delivery, decision-making, community engagement and operational efficiency; (ii) That the NSW Government's AI Assessment Framework (AIAF) and the five Mandatory Ethical Principles developed by Digital NSW represent best-practice guidance for the responsible use of AI in the public sector; and (iii) That Georges River Council has identified digital innovation and emerging technologies within its strategic and resourcing documents, and that the growing application of AI across local government underscores the importance of establishing a clear, consistent and publicly articulated framework to guide its responsible use. (b) That Council request that the General Manager prepare a report to Council on the feasibility and scope of developing a Georges River Council Artificial Intelligence (AI) Policy or Governance Framework, including, but not limited to: (i) Alignment with the NSW AI Assessment Framework (AIAF); (ii) An overview of any current or proposed AI-enabled systems already in use or under consideration by Council; and (iii) Consideration of the five ethical principles for AI use, namely: a) Community Benefit – ensuring AI delivers improved outcomes for residents and supports informed decision-making; b) Fairness – ensuring safeguards are in place to address data bias, data quality and equity impacts; c) Transparency – ensuring appropriate disclosure of AI use and mechanisms for community review and challenge of AI-assisted outcomes; d) Privacy and Security – ensuring all AI-related data use complies with privacy, information access and cyber-security requirements; and e) Accountability – ensuring AI-assisted decisions remain subject to human oversight, review and intervention at all times.	**10 Apr 2026 9:56am Parker, Danielle** (a) Acknowledged - No Further Action Required, (b) In Progress - Estimated completion by July 2026
Council Meeting 23/03/2026	**23/03/2026**	**NM009-26**	**Minimising Gambling Harm by the Implementation of the Murphy Report**	(a) That Council notes: (i) In 2023, the House of Representatives Standing Committee on Social Policy and Legal Affairs released the report *You Win Some, You Lose More*, widely known as the Murphy Report, following a national inquiry into online gambling and its impacts on Australians. (ii) The report made 31 recommendations to reduce gambling harm, including reforms to gambling advertising and stronger protections for vulnerable Australians. (iii) Georges River Council has previously expressed support for gambling harm minimisation actions on several occasions.		**08 Apr 2026 12:46pm Johnstone, Amy**

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				(iv) The Georges River LGA consistently ranks among the highest metropolitan LGA's in NSW for poker machine losses, highlighting the real and ongoing impact which gambling harm has on families within our community. (v) Despite the clear findings of the inquiry and strong community concern, the Commonwealth Government has failed to implement any of the recommendations contained in the Murphy Report. (b) That the General Manager writes to the Hon. Anthony Albanese MP, Prime Minister of Australia; the Hon. Anika Wells MP, Minister for Communications and Sport, the Hon. Tanya Plibersek MP, Minister for Social Services; and local Federal Members Zhi Soon MP, Ashvini Ambihaipahar MP and Simon Kennedy MP seeking their support for the full implementation of the Murphy Report recommendations to reduce gambling harm across Australian Communities.	(a) That Council notes:, (i) In 2023, the House of Representatives Standing Committee on Social Policy and Legal Affairs released the report You Win Some, You Lose More, widely known as the Murphy Report, following a national inquiry into online gambling and its impacts on Australians. - Completed, (ii) The report made 31 recommendations to reduce gambling harm, including reforms to gambling advertising and stronger protections for vulnerable Australians. - Completed, (iii) Georges River Council has previously expressed support for gambling harm minimisation actions on several occasions. - Completed, (iv) The Georges River LGA consistently ranks among the highest metropolitan LGA's in NSW for poker machine losses, highlighting the real and ongoing impact which gambling harm has on families within our community. - Completed, (v) Despite the clear findings of the inquiry and strong community concern, the Commonwealth Government has failed to implement any of the recommendations contained in the Murphy Report. - Completed, , (b) The General Manager will send letters. - In Progress
Council Meeting 23/03/2026	**23/03/2026**	**NM010-26**	**Sustainable Procurement Policy Update**	That Council review and consider updating the Sustainable Procurement Policy to enhance the weighting of "Social, and Local Impact" during the tender evaluation process. This should specifically prioritise: (a) Community Benefit: Tangible social, environmental, or economic returns to the local area. Community Feedback; and (b) Mechanisms to incorporate public sentiment or resident priorities for major infrastructure projects. (c) Establish a "Local Business Tender Support" Program designed to lower the barrier to entry for small businesses within our LGA.	**10 Apr 2026 9:59am Parker, Danielle** In Progress - aligning with next Policy review date
Council Meeting 23/03/2026	**23/03/2026**	**NM012-26**	**Pollution of the Georges River, Bays and Tributaries**	That the General Manager writes to: (a) The Hon. Rose Jackson, MP, Minister for Water and the Hon. Penny Sharpe, MP Minister for the Environment, asking for a response to the following: (i) In relation to the sewerage overflow which confronted Clean Up Australia Day volunteers at the Lime Kiln Bay Wetlands on 1March 2026, by what method did Sydney Water warn the public of the pollution present? (ii) What precautions were taken by Sydney Water at the site to prevent or minimise the health risks to members of the public? (iii) What action has Sydney Water taken to decontaminate the site and restore and sustain the biodiversity present in the Wetlands and Georges River following that incident? (iv) Has Sydney Water notified the NSW Environment Protection Authority (EPA) of the incident? (v) Has the EPA consequently levied a penalty on Sydney Water? (b) The Hon. Paul Scully, MP, Minister for Planning and Public Spaces, asking whether the New South Wales Government has actually measured the additional pressure which its Low and Mid-Rise Housing Policy will place on the Sydney Water sewerage network, and if so, what fully funded engineering upgrades are in place, or are proposed to be put into place, to prevent further pollution of the Georges River and its surrounding bays and tributaries? (c) The Hon. Penny Sharpe, MP, Minister for the Environment and Hon. Anoulack Chanthivong, MP, Minister for Better Regulation and Fair Trading, requesting that the NSW Government runs a comprehensive statewide advertising campaign to publicise the likelihood, and undesirable effects of, blockages caused by the flushing of wet wipes into domestic and public wastewater systems, and to consider legislation to mandate improved labelling on the packaging of wet wipes in order to clearly emphasise the unsanitary and environmental dangers of flushing wet wipes into both domestic and public waste water systems.	**07 Apr 2026 3:22pm Allen, Leanne** In Progress , a) Completed, Letter addressed to the Hon.Rose Jackson and the Hon. Penny Sharpe addressing parts i) - v) dated 15 April 2026, b) In Progress, Letters to Ministers addressed in parts b) - c) are currently in progress.

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Council Meeting 23/03/2026	**23/03/2026**	**NM013-26**	**Traffic and Pedestrian Safety Issues - Hurstville**	That Council: (a) Acknowledges the concerns raised by residents regarding traffic, pedestrian safety, and environmental compliance issues associated with construction activity in the Forest Road, Hill Street, and Jack Brabham Drive precinct, and thanks those who spoke at the Public Forum. (b) Notes that some issues raised by residents, including recent after-hours noise associated with concrete cutting in the footpath, have been identified as works undertaken by Ausgrid and not directly related to the development sites referenced in this motion. (c) Notes that compliance with Construction Traffic Management Plans (CTMPs) is an operational matter, and that under the current legislative framework: • The developer is responsible for compliance with the CTMP; and • The Principal Certifier is responsible for the approval, oversight, and enforcement of activities under the CTMP, including investigating breaches and directing corrective action. (d) Notes that all three development sites referenced in this motion are overseen by **private Principal Certifiers**, and that concerns raised by residents (numerous recurring safety breaches reported in recent months, including dangerously unsecured site gates, blown-out perimeter fencing, uncovered construction rubbish blowing into public areas, and severe afterhours light pollution from tower cranes) regarding repeated non-compliance highlight the need for stronger accountability within the private certification system. (e) Reaffirms that Council will continue to investigate and respond as a priority to any immediate safety concerns through its Compliance Unit, in accordance with Council's Principal Certifier and Council Responsibilities Policy (as evidenced by Council's recent efforts to improve immediate pedestrian safety at the intersection of Hill Street and Forest Road, including the installation of a temporary rubber safety island and supplementary "Pedestrian Crossing Ahead" advance warning signage). (f) Recognises the importance of coordinated, place-based planning to support increased densities, including the delivery of long-term traffic, pedestrian safety, and infrastructure upgrades. (g) Notes that rapid, State-driven planning reforms, including the LMR and TOD reforms, limit Council's ability to undertake detailed precinct-level planning and deliver infrastructure in step with population growth. (h) Reiterates Council's strong advocacy to the NSW Government for infrastructure funding to support growing communities and ensure development is matched with appropriate transport and community infrastructure. (i) In response to the concerns raised by residents regarding repeated non-compliance at the identified development sites (1A Hill Street, 108- 124 Forest Road, and the Horizon building at 93 Forest Road) and noting the role of private certifiers in overseeing these developments, writes to the NSW Minister for Planning and Public Spaces Mr Paul Scully and the NSW Minister for Better Regulation and Fair Trading, the Hon Anoulack Chanthivong, reaffirming Council's advocacy and calling for urgent reform of the private certification system, consistent with Council's Certification Campaign, including: • changes to processes and procedures to improve openness and transparency; • increased accountability for private certifiers in: ○ determining certificates; ○ responding to complaints; ○ managing construction sites; • legislative changes to enable greater delegation of powers to Councils, including:	**07 Apr 2026 3:21pm Allen, Leanne** In Progress , a) Noted, b) Noted, c) Noted , d) Noted, e) Noted , f) A& I to comment, g) Noted, h) Noted, i) Completed - Correspondence prepared for the NSW Minister for Planning and Public Spaces, NSW Minister for Better Regulation and Fair Trading reaffirming Councils advocacy and calling for urgent reform of the private certification system - letter dated 15 April 2026., j) Noted, k) A & I to comment, l) A & I to comment

CCL025-26 Attachment 1

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				○ the regulation of certifiers; and ○ the ability to impose penalties for certifiers who breach legislation and certification processes. (j) Notes that Council previously resolved NM053-24 (Traffic Congestion in Hurstville CBD) and NM051-25 (Traffic Study – Hurstville CBD). (k) Notes that delivery of the 2024 Hurstville School Precinct Traffic Study is ongoing, and that Council's Traffic and Transport team continues to actively engage with local school principals, the NSW Department of Education, Transport for NSW, and neighbouring Bayside Council to support and deliver the outcomes of the study and that Council recognises the announcement by the state government of $30m for an overhead bridge at Forest Road around the school precinct. (l) Requests the General Manager to undertake a holistic traffic study of the Hurstville CBD, encompassing the matters raised in NM053-24 and NM051-25, noting the impact of recently approved developments. The study is to include modelling that accounts for additional population growth and increased demand on the existing road network, including an assessment of pedestrian crossing facilities at the intersection of Hill Street and Forest Road. The study area is to be bounded by Railway Parade/Woniora Road, Queens Road, and Wright Street.	
Council Meeting 23/03/2026	**23/03/2026**	**NM013-26**	**Traffic and Pedestrian Safety Issues - Hurstville**	That Council: (a) Acknowledges the concerns raised by residents regarding traffic, pedestrian safety, and environmental compliance issues associated with construction activity in the Forest Road, Hill Street, and Jack Brabham Drive precinct, and thanks those who spoke at the Public Forum. (b) Notes that some issues raised by residents, including recent after-hours noise associated with concrete cutting in the footpath, have been identified as works undertaken by Ausgrid and not directly related to the development sites referenced in this motion. (c) Notes that compliance with Construction Traffic Management Plans (CTMPs) is an operational matter, and that under the current legislative framework: ● The developer is responsible for compliance with the CTMP; and ● The Principal Certifier is responsible for the approval, oversight, and enforcement of activities under the CTMP, including investigating breaches and directing corrective action. (d) Notes that all three development sites referenced in this motion are overseen by **private Principal Certifiers**, and that concerns raised by residents (numerous recurring safety breaches reported in recent months, including dangerously unsecured site gates, blown-out perimeter fencing, uncovered construction rubbish blowing into public areas, and severe afterhours light pollution from tower cranes) regarding repeated non-compliance highlight the need for stronger accountability within the private certification system. (e) Reaffirms that Council will continue to investigate and respond as a priority to any immediate safety concerns through its Compliance Unit, in accordance with Council's Principal Certifier and Council Responsibilities Policy (as evidenced by Council's recent efforts to improve immediate pedestrian safety at the intersection of Hill Street and Forest Road, including the installation of a temporary rubber safety island and supplementary "Pedestrian Crossing Ahead" advance warning signage). (f) Recognises the importance of coordinated, place-based planning to support increased densities, including the delivery of long-term traffic, pedestrian safety, and infrastructure upgrades. (g) Notes that rapid, State-driven planning reforms, including the LMR and TOD reforms, limit Council's ability to undertake detailed precinct-level planning and deliver infrastructure in step with population growth.	**10 Apr 2026 2:37pm Lindsay, Samuel** (a) Acknowleged, (b) Noted, (c) Noted, (d) Noted, (e) Noted, (f) Noted, (g) Noted, (h) Noted, (i) Letter to relevant Ministers to be drafted and sent., (j) Noted, (k) Noted, (l) Scope for traffic study currently being drafted. **14 Apr 2026 11:44am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 30 March 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team

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				(h) Reiterates Council's strong advocacy to the NSW Government for infrastructure funding to support growing communities and ensure development is matched with appropriate transport and community infrastructure. (i) In response to the concerns raised by residents regarding repeated non-compliance at the identified development sites (1A Hill Street, 108- 124 Forest Road, and the Horizon building at 93 Forest Road) and noting the role of private certifiers in overseeing these developments, writes to the NSW Minister for Planning and Public Spaces Mr Paul Scully and the NSW Minister for Better Regulation and Fair Trading, the Hon Anoulack Chanthivong, reaffirming Council's advocacy and calling for urgent reform of the private certification system, consistent with Council's Certification Campaign, including: • changes to processes and procedures to improve openness and transparency; • increased accountability for private certifiers in: ○ determining certificates; ○ responding to complaints; ○ managing construction sites; • legislative changes to enable greater delegation of powers to Councils, including: ○ the regulation of certifiers; and ○ the ability to impose penalties for certifiers who breach legislation and certification processes. (j) Notes that Council previously resolved NM053-24 (Traffic Congestion in Hurstville CBD) and NM051-25 (Traffic Study – Hurstville CBD). (k) Notes that delivery of the 2024 Hurstville School Precinct Traffic Study is ongoing, and that Council's Traffic and Transport team continues to actively engage with local school principals, the NSW Department of Education, Transport for NSW, and neighbouring Bayside Council to support and deliver the outcomes of the study and that Council recognises the announcement by the state government of $30m for an overhead bridge at Forest Road around the school precinct. (l) Requests the General Manager to undertake a holistic traffic study of the Hurstville CBD, encompassing the matters raised in NM053-24 and NM051-25, noting the impact of recently approved developments. The study is to include modelling that accounts for additional population growth and increased demand on the existing road network, including an assessment of pedestrian crossing facilities at the intersection of Hill Street and Forest Road. The study area is to be bounded by Railway Parade/Woniora Road, Queens Road, and Wright Street.	
Council Meeting 23/03/2026	**23/03/2026**	**NM016-26**	**Traffic Safety on John Street Kogarah**	That Council: (a) Acknowledges ongoing community concerns regarding traffic speed, hooning and pedestrian safety on John Street Kogarah Bay. (b) Reconsider its position regarding undertaking any form of traffic action on John Street, Kogarah Bay in light of ongoing community concerns about speeding and safety. (c) Undertake community engagement with residents of John Street to better understand the scale and frequency of the issues being reported. (d) Assess suitable options such as line markings, signage, or other traffic calming devices as appropriate. (e) Commit to undertaking this within a reasonable timeframe of 6 months.	**13 Apr 2026 11:44am Lindsay, Samuel** (a) Acknowledged., (b) Subject to further investigation., (c) Council to undertake targeted consultation with the residents of John Street., (d) Subject to further investigation and outcomes of (c)., (e) Noted.

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Council Meeting 23/03/2026	**23/03/2026**	**SAC004-26**	**Feedback from Sports Advisory Committee Workshop - 13 November 2025 - Sporting Amenities and Storage Facilities**	That, the Georges River Council Sports Advisory Committee: (a) receive and note the outcomes of the Georges River Council Sports Advisory workshop held on 13 November 2025; (b) note that Council officers will conduct broader community consultation on the proposed mixed management model for sporting amenities and storage facilities; and (c) note that a future report will go to Council on the outcome of the community consultation.	**09 Apr 2026 5:47pm Bryant, Naomi** (a) The Sports Advisory Committee received and noted the outcomes of the Sports Advisory workshop held on 13 November 2025 - Completed;, (b) Community engagement has commenced via YourSay Sports Grounds Amenities and Lighting Survey from 30 March until 20 April 2026. Signage installed across sports fields to encourage feedback and meetings will be held with sporting associations - In Progress, (c) A future report will go to Council on the outcome of the community consultation. - In Progress
Council Meeting 23/02/2026	**23/02/2026**	**CCL135-25**	**DEFERRED FROM THE 8 DECEMBER 2025 COUNCIL MEETING - Closed Circuit Television in Georges River**	That Council: (a) Receive and note the suite of community safety initiatives, including the Community Safety Education Program, environmental design and Closed-Circuit Television (CCTV), that are ongoing and responsive to evolving community needs, enhancing actual and perceived sense of safety in the community. (b) Maintain, but not increase, the existing provision of CCTV in Mortdale, Narwee, Penshurst and Oatley Park, based on local crime data and consultation with St George Police Area Command (PAC), and in response to NM095-22 and NM021-24. (c) Endorse the CCTV Assessment Tool (Attachment 2) for the evaluation of future requests for CCTV in public spaces. (d) Note that if funding became available for additional CCTV, Hurstville and Kogarah City Centres should be prioritised based on the CCTV Assessment Tool. (e) Note that new and upgraded CCTV infrastructure requires funding sought through operational budget bids or grant applications, covering initial asset purchase and installation costs, ongoing maintenance costs, and replacement or upgrade of CCTV assets at end of life. (f) Endorse the Draft Closed Circuit Television Operations Policy (draft Policy) to go on public exhibition for a period of no less than 28 days. (g) Note that a future report will come to Council with the outcome of the community consultation regarding the draft Policy.	**08 Apr 2026 12:47pm Johnstone, Amy** (a) Receive and note the suite of community safety initiatives, including the Community Safety Education Program, environmental design and Closed-Circuit Television (CCTV), that are ongoing and responsive to evolving community needs, enhancing actual and perceived sense of safety in the community. - Completed, , (b) Maintenance of the existing provision of CCTV in Mortdale, Narwee, Penshurst and Oatley Park will be continued as part of Planned Proactive Maintenance (PPM) Works - Completed, , (c) Council has utilised the endorsed CCTV Assessment Tool to assess two requests to install Council owned and operated CCTV infrastructure in collaboration with internal stakeholders and St George Police Area Command, with scores informing decision-making about installation of new assets. – In Progress, , (d) Note that if funding became available for additional CCTV, Hurstville and Kogarah City Centres should be prioritised based on the CCTV Assessment Tool. - Completed, , (e) Note that new and upgraded CCTV infrastructure requires funding sought through operational budget bids or grant applications, covering initial asset purchase and installation costs, ongoing maintenance costs, and replacement or upgrade of CCTV assets at end of life. - Completed, , (f) The draft Closed Circuit Television (CCTV) Operations Policy is on Public Exhibition on 16 March to 15 April 2026. - In progress, , (g) A future report will come to Council with the outcome of the community consultation regarding the draft Policy once public exhibition has closed. - In progress
Council Meeting 23/02/2026	**23/02/2026**	**FIN006A-26**	**Property Matter - Open Space Acquisition - 30 Culwulla Street South Hurstville**	(a) That Council purchase the property at 30 Culwulla Street, South Hurstville being Lot 27 in Deposited Plan 4607 on the terms outlined within this report. (b) That Council authorises the General Manager to execute the Contract for Sale, Transfer Document and all other associated documentation to complete the purchase of 30 Culwulla Street, South Hurstville (Lot 27 in Deposited Plan 4607). (c) That in accordance with Section 31 (2) of the Local Government Act 1993, the land be classified as Community Land following settlement. (d) That the Council endorse the proposed increase to budget as outlined in the report.	**02 Apr 2026 3:10pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 02 March 2026 to 30 June 2026 - Contracts for Sale awaiting exchange. Settlement expected before end of Financial Year. **10 Apr 2026 10:30am Parker, Danielle** (a) Completed - contracts exchanged, (b) In progress - settlement pending, (c) In progress - settlement pending, (d) Completed
Council Meeting 23/02/2026	**23/02/2026**	**MM001-26**	**Georges River Seeks to Protect Heritage**	That Council: (a) Endorse the commencement of a broader heritage study to identify properties within the Georges River Local Government Area that may warrant further heritage assessment and potential inclusion on the heritage register. (b) Request that the General Manager prepare a report to Council outlining the scope, methodology, timeframes and resourcing required to undertake the broader heritage study. (c) Note that the findings of the heritage study will be reported to Council for consideration of any future amendments to heritage listings or planning controls.	**05 Mar 2026 11:55am Oste, Luke** In Progress:, a) Noted , b) In Progress: Investigations have begun to understand the scope of a Heritage Study, including a review of similar projects in neighbouring Councils., c) Not Commenced: Report to be provided at the conclusion of the Heritage Study

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Council Meeting 23/02/2026	**23/02/2026**	**NM001-26**	**Active Transport**	(a) That the General Manager investigate and report on opportunities to strengthen active transport connections between schools, open spaces and key destinations across the Local Government Area, having regard to Council's adopted strategic commitments under the Georges River Local Strategic Planning Statement 2040 and the Georges River Transport Strategy 2021. (b) That the investigation considers the existing actions within these documents relating to improved pedestrian, cycling and broader active transport networks, and outline the current progress of implementation, identify any gaps, and recommend options to enhance delivery—particularly where active transport linkages between educational facilities, centres and neighbourhoods can be prioritised.	**05 Mar 2026 11:53am Oste, Luke** Investigations have begun, including a comprehensive audit of all outstanding actions within the existing Georges River Transport Strategy 2021. **01 Apr 2026 3:56pm Qin, Anne** In Progress , a) In Progress , Investigations have begun, including an audit of all outstanding actions within the existing Georges River Transport Strategy 2021 and work being undertaken on active transport-related projects., b) In Progress , Noted, the report to include all active transport - related projects.
Council Meeting 23/02/2026	**23/02/2026**	**NM003-26**	**Traffic Calming Devices Waratah Street Blakehurst**	That Council calls for a report for the consideration of the Council on the installation of appropriate traffic-calming devices on Waratah Street, specifically from the corner of Merriman Street to Mooney Avenue.	**14 Apr 2026 11:29am Lindsay, Samuel** In Progress, Council's Traffic Engineers are currently undertaking preliminary investigations including on-site inspections and traffic counts (outside of school holidays).
Council Meeting 23/02/2026	**23/02/2026**	**NM004-26**	**Cooks River Alliance**	That the General Manager prepares a report to be presented to a future meeting of Council to consider: (a) The history of Council's previous involvement with Cooks River Alliance, and Georges River Council's current relationship with the Cooks River, including the fact that a vast proportion (23%) of the Georges River LGA drains into the Cooks River catchment (b) The rationale for, and environmental benefits to Georges River Council and neighbouring LGA's arising from Council rejoining the organisation (c) The timing, feasibility and approximate cost of Council potentially resuming its membership, including internal and external funding sources and State and Federal grants.	**27 Feb 2026 11:18am Denham, Lynne** Report addressing parts a) - c) of the resolution is scheduled for the Environment and Planning Committee Meeting in October 2026
Council Meeting 23/02/2026	**23/02/2026**	**NM005-26**	**Regulation and Safety of E-Bikes**	(a) That Council notes: (i) The rapid increase in the use of e-bikes across New South Wales, with estimates suggesting more than 600,000 households now own an e-bike. (ii) Growing community concern regarding the safety impacts of non-compliant e-bikes, including devices that exceed permitted power outputs or speeds, or that can be operated without pedalling. (iii) That enforcement powers in relation to e-bike compliance, registration or licensing require coordinated State and Federal Government action. (iv) The Australian Government's recent announcement to reinstate the European standard EN15194 for imported e-bikes, including: a. A maximum power output of 250W; b. Motor assistance cutting out at 25km/h; and c. A requirement for pedal-assist rather than throttle-only operation. (v) The NSW Government's confirmation that NSW will align with these national standards. (b) That Council: (i) Acknowledges that the safety risks associated with non-compliant e-bikes cannot be addressed by Police alone, and that stronger regulation at the point of import and sale, combined with education, infrastructure and rider accountability, is essential. (ii) Calls on the Federal Government, in partnership with State Governments, to: a. Ensure robust enforcement of national import standards for e-bikes and associated components; b. Prevent the sale of non-compliant e-bikes and conversion kits in Australia; and	**10 Apr 2026 2:19pm Lindsay, Samuel** (a) All points noted., (b), (i) Acknowledged, (ii) Letter to Federal Government currently being drafted., (iii) Letter to NSW Government currently being drafted., (iv) To be included in the letters mentioned in (ii) & (iii)., (v) Letter to Prime Minister, Federal Ministers, Premier of NSW and NSW Ministers currently being drafted.

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				c. Work with states and territories to address online and retail sales that enable non-compliance. (iii) Calls on the NSW Government to: a. Strengthen regulatory oversight of e-bikes sold in NSW to ensure full compliance with State and Federal law; b. Take prompt action to implement measures recently announced by the NSW Roads Minister for Police to conduct dynamometer testing and seize non-compliant e-bikes; c. Investigate measures to deter and penalise the modification of compliant e-bikes into non-compliant vehicles; d. Consider a trade-in or amnesty scheme, jointly funded with the Federal Government, allowing owners of non-compliant e-bikes to exchange them for compliant models at no additional cost; e. Provide clear, consistent and widely communicated rules regarding where e-bikes may be legally ridden, including on roads, shared paths and footpaths; and f. Consider the introduction of a registration and licensing framework for e-bike riders, similar to existing arrangements for boating licences, to improve rider education, accountability and safety. g. Widely distribute detailed Information about the safety risks involved with the use of e-bike batteries and battery chargers, detailing safe and environmentally-friendly methods of disposal of these items. (iv) Advocates for: a. Increased investment by State and Federal Governments in cycling and micromobility infrastructure, including safe cycleways; and b. Education programs, including in schools, focused on safe and lawful use of e-bikes and other micromobility devices. (v) Requests that the General Manager write to: a. The Prime Minister and relevant Federal Ministers responsible for transport, infrastructure and consumer safety; and b. The Premier of NSW and relevant NSW Ministers, including Transport, Police, and Fair-Trading outlining Council's concerns, the community impacts being experienced locally, and seeking urgent coordinated action as outlined above.	
Council Meeting 8/12/2025	**8/12/2025**	**CCL122-25**	**Public Exhibition of Amendment No.7 to the Georges River DCP - Biodiversity and Foreshore Planning Controls**	(a) That Council note the Gateway Determination issued by the Department of Planning, Housing and Infrastructure (DPHI) for the Biodiversity, Character and FSPA Planning Proposal (PP2024/0002), and that the public exhibition process of the Planning Proposal will be carried out in accordance with the relevant Gateway Conditions. (b) That Council endorse the public exhibition of draft Amendment No.7 to the *Georges River Development Control Plan 2021* (GRDCP), comprising of amendments relating to biodiversity and foreshore planning controls within the following Parts of the GRDCP: (i) GRDCP Part 1 – Introduction (ii) GRDCP Part 3 – General Planning Considerations (iii) GRDCP Part 6.5 – Foreshore Locality Controls (iv) Glossary (v) Appendix 1 (c) That Council endorse the public exhibition of draft Amendment No.7 to the GRDCP concurrently with the Planning Proposal commencing in February 2026. Public exhibition is to be carried out in accordance with Council's *Community Engagement Strategy*,	**18 Dec 2025 4:33pm Oste, Luke** In Progress , a) - d) Preparation of exhibition material underway. Exhibition to occur concurrently with the PP and DCP in February 2026., e) Report to be provided to Council following the conclusion of the public exhibition period. **05 Mar 2026 11:47am Oste, Luke** In Progress , a) - d) The Exhibition period concluded on 23 March 2026, e) Report to be provided to Council following the conclusion of the public exhibition period. **01 Apr 2026 3:43pm Qin, Anne** In Progress , a) – d) The amendment to the Georges River DCP (Biodiversity and Foreshore Planning Controls) was exhibited from 23 February to 30 March 2026. , e) A report will be presented to Council following the review of all submissions.

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				the *Environmental Planning and Assessment Act 1979* and *Environmental Planning and Assessment Regulation 2021*. (d) That Council delegate to the Director, Planning and Environment to make minor modifications to any numerical, typographical, interpretation and formatting errors, if required, in preparation for the public exhibition. (e) That a further report be submitted to Council following the public exhibition period.	
Council Meeting 8/12/2025	**8/12/2025**	**CCL123-25**	**Public Exhibition of Generic Plans of Management - Amendment No.2 (Hurstville Golf Course Clubhouse)**	(a) That Council amends its Generic Plans of Management for Sportsgrounds, Parks, Natural Areas and General Community Use to: (i) Alter the land category of the Hurstville Golf Course Clubhouse at 57 Lorraine Street, Mortdale (part Lot 1 of DP 176469) from 'Sportsgrounds' to 'General Community Use'. (ii) Identify the additional permitted land use of a function centre as development permitted with Council consent. (b) That Council endorses draft Amendment No.2 to the Generic Plans of Management for public exhibition commencing in February 2026, for a period of no less than 28 days in accordance with section 38 of the Local Government Act 1993. (c) That Council hold a public hearing under section 40A of the Local Government Act 1993 for the change in land category for Hurstville Golf Course Clubhouse at 57 Lorraine St, Mortdale (part Lot 1 of DP176469).	**18 Dec 2025 4:46pm Oste, Luke** In Progress , a) - c) Exhibition material is being prepared. The draft PoM amendment and Planning Proposal will be exhibited concurrently in February 2026. **05 Mar 2026 11:51am Oste, Luke** Was placed on exhibition and concluded on 16 March 2026. **01 Apr 2026 3:47pm Qin, Anne** In Progress, a) – b) The Amendment to the Generic Plan of Management (Hurstville Golf Course) was exhibited from 2 February to 16 March 2026. A report will be presented to Council following the review of all submissions. , c) Public Hearing was held on 2 March 2026.
Council Meeting 8/12/2025	**8/12/2025**	**CCL124-25**	**Public Exhibition of Draft Georges River Planning Agreements Policy 2025**	(a) That Council endorse the public exhibition of the *Draft Georges River Planning Agreements Policy 2025* commencing in February 2026 for not less than 28 days. Public exhibition is to be carried out in accordance with *Council's Community Engagement Strategy 2023-2033*, the *Environmental Planning and Assessment Act 1979* and the *Environmental Planning and Assessment Regulation 2021*. (b) That, if no objections are received during the public exhibition period, that Council provide delegation to the General Manager to finalise and adopt the *Draft Georges River Planning Agreements Policy 2025* and to rescind the existing *Georges River Planning Agreements Policy 2016.* (c) That, if objections are received during the public exhibition period, that the *Draft Georges River Planning Agreements Policy 2025* be reported back to Council following public exhibition. (d) That Council delegate to the Director Environment and Planning to make minor modifications to any numerical, typographical, interpretation and formatting errors, if required, in preparation for the public exhibition and finalisation of the Draft Policy.	**18 Dec 2025 4:47pm Oste, Luke** In Progress, a) Completed, Noted, b) In Progress , The preparation of the exhibition material is underway to enable consultation in February 2026., c) In Progress, To be actioned following the consultation period, d) In Progress, Noted **05 Mar 2026 11:49am Oste, Luke** In Progress, On public exhibition currently, concluding on 13 March 2026. **01 Apr 2026 3:52pm Qin, Anne** In Progress , a) The Draft Georges River Planning Agreements Policy 2025 was exhibited from 11 February to 13 March 2026, with no submissions or objections received. A memo to the General Manager is currently being prepared to request finalisation and adoption of the Draft Policy, as well as the rescission of the existing Policy., b) Noted, No submissions or objections were received, c) Noted , No submissions or objections were received, d) Noted , Minor modifications to be made by the Director Environment and Planning were appropriate
Council Meeting 8/12/2025	**8/12/2025**	**CCL127-25**	**Property Matter - Easement to Drain Water - Pearce Avenue Reserve, Peakhurst**	(a) That an Easement for Drainage be granted in Pearce Avenue Reserve, Peakhurst (Lot J in Deposited Plan 36537) in favour of Lot 289, 290 and 291 in Deposited Plan 36537 (18-20 Peake Parade, Peakhurst and 2 Pearce Avenue, Peakhurst). (b) That the General Manager be authorised to execute the Section 88B or Transfer Granting Easement and all associated documentation to create the easement. (c) That all costs associated with the proposed stormwater infrastructure, makegood and subsequent granting of the easement, be met by the applicant.	**16 Dec 2025 2:07pm Chand, Ally - Reallocation** Action reassigned to Morabito, Bernard by Chand, Ally - Reassigning to responsible officer.
Council Meeting 8/12/2025	**8/12/2025**	**NM105-25**	**Off-Leash Dog Park Investigation within Mortdale Ward and Adjacent Localities**	That Council: (a) Acknowledge that this motion arises as a result of the Council-endorsed closure of the dog park at Merv Lynch Reserve and seeks to address the resulting service gap for local residents.	**03 Feb 2026 10:39am Liu, Stephanie** In Progress, (a) Noted., (b) Council officers are in the process of preparing a feasibility study to identify suitable sites., (c) Engagement will occur as the feasibility study progresses., (d) Pending the outcomes of (b) & (c). **06 Feb 2026 9:11am Lindsay, Samuel**

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				(b) Investigate the feasibility of identifying a suitable site to replace Merv Lynch Reserve with a new off-leash dog park, ensuring it continues to serve the community who previously relied on the facility while meeting the needs of the broader surrounding catchment area. (c) Engage with local residents, park users, and dog owners as part of the feasibility assessment to ensure the proposed location meets community needs and maintains appropriate buffers to nearby properties. (d) Report back to Council on the outcomes of the investigation, including: (i) Preliminary or trial location assessments. (ii) Amendments required to existing Plans of Management to facilitate the preferred site.	(a) - Noted, (b) Council officers are in the process of preparing a feasibility study to identify suitable sites., (c) Engagement will occur as the feasibility study progresses., (d) Pending the outcomes of (b) & (c). **10 Apr 2026 12:15pm Lindsay, Samuel** (a) Noted, (b) Council officers have undertaken a feasibility study to identify suitable sites in early 2026. This study has identified Progress Park as the most ideal location for a trial site., (c) Community consultation will commence in April 2026 on the proposal to trial at dog park at Progress Park. Once consultation has been completed, a report will be prepared to Council notifying of the outcomes., (d) Pending the outcomes of (b) & (c). **14 Apr 2026 11:34am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 13 April 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 17/11/2025	**17/11/2025**	**ENV037-25**	**Draft Jubilee Stadium Precinct Plan of Management for Exhibition - Change to Crown Land Categorisation**	(a) That Council endorse the draft Jubilee Stadium Precinct Master Plan and revised Plan of Management for public exhibition for a period of no less than 28 days and allow submissions to be received up until 42 days in accordance with section 38 of the *Local Government Act 1993.* (b) That Council re-notify the draft Jubilee Stadium Precinct Master Plan and Plan of Management to the NSW Department of Planning, Housing and Infrastructure, as the representative landowner of part of the land under section 39 of the *Local Government Act 1993*, to obtain owner's consent prior to public exhibition. (c) That Council seek written consent from the NSW Department of Planning, Housing and Infrastructure to adopt the draft Plan of Management, in accordance with section 3.23(6) of the *Crown Land Management Act 2016*. (d) That Council delegates authority to the General Manager to make any further minor amendments to the draft Jubilee Stadium Precinct Master Plan and Plan of Management to address any points raised by the NSW Department of Planning, Housing and Infrastructure and make minor modifications to any numerical, typographical, interpretation and formatting errors if required. (e) That Council endorse the proposed land categorisation of 'General Community Use', 'Sportsground' and 'Park' and hold a public hearing under section 40A of the *Local Government Act 1993*. (f) That Council receive a further report on the results of the public exhibition.	**09 Dec 2025 5:54pm Oste, Luke** Council received approval from Crown Lands to exhibition the draft PoM on 4 December 2025. Exhibition will occur in early 2026. **09 Dec 2025 5:56pm Oste, Luke - Target Date Revision** a) In Progress , Target date changed from 24 November 2025 to 30 June 2026 - To enable Crown Land approval to exhibit, preparation of exhibition material, the consultation period, and reporting back to Council in 2026., b) Completed , c) In Progress, Council received approval from Crown Lands to exhibition the draft PoM on 4 December 2025. Exhibition will occur in early 2026., d) Noted, e) Noted, f) In Progress, Exhibition to occur in early 2026, report to be provided to Council on conclusion of the exhibition period. **01 Apr 2026 3:51pm Qin, Anne** In Progress, a) The Jubilee Stadium Precinct Master Plan and Revised Plan of Management were exhibited from 12 February to 27 March 2026, including three drop-in sessions and a public hearing for the categorisation of 247 Princes Highway on 25 March 2026. , b) Noted , c) In Progress , d) Noted, e) Completed , A public hearing was held on 25 March 2026., f) A report will be presented to Council following the review of all submissions.
Council Meeting 17/11/2025	**17/11/2025**	**ENV039-25**	**Draft Affordable Housing Contribution Scheme**	(a) That Council endorse the Draft Affordable Housing Contribution Scheme (AHCS) for the Georges River Local Government Area. (b) That Council endorse the preparation of a Planning Proposal to implement the AHCS. (c) That Council notes a future report will be presented to Council seeking endorsement for the Planning Proposal to be forwarded to the Department of Planning, Housing and Infrastructure for a Gateway Determination. (d) That Council notes the public exhibition of the draft AHCS will occur concurrently with the Planning Proposal subject to the receipt of a Gateway Determination.	**09 Dec 2025 5:50pm Oste, Luke** The planning proposal is being prepared and will be reported to a future Georges River LPP meeting for advice. Once complete, the planning proposal will be reported to Council. **09 Dec 2025 5:51pm Oste, Luke - Target Date Revision** In Progress, a) Noted, c- d) To enable the preparation of the planning proposal, reporting to LPP, and reporting to Council. Anticipated date of report to Council being 30 April 2026 **05 Mar 2026 11:37am Oste, Luke - Target Date Revision** Target date changed by Oste, Luke from 30 April 2026 to 30 June 2026 - To enable the exhibition process to conclude and consideration of submissions to be undertaken. **01 Apr 2026 4:01pm Qin, Anne** In Progress, a) Noted, b) Noted, c)- d) In Progress , Reported to the Local Planning Panel on 5 March 2026. It will be presented to the April Environment and Planning Committee Meeting to seek endorsement for the Planning Proposal to be forwarded to DPHI for a Gateway Determination.

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Council Meeting 17/11/2025	**17/11/2025**	**ENV040-25**	**Annual Update - Progress Towards Net Zero Carbon Emissions Target**	(a) That Council note: (i) the 1% progress made in financial year FY 2024/25 toward meeting the target of net zero carbon emissions in Council's operations by 2025. (ii) the 44% decrease in street light energy usage due to the successful implementation of the accelerated LED street light replacement program. (iii) the grant application before the Community Energy Upgrades Fund (CEUF) and support future budget bids to undertake gas boiler replacements in Council aquatic centres in the event the CEUF grant application is not successful. (iv) the effect of procurement on Council's operational emissions and therefore ensure compulsory sustainability requirements within future reviews of the Sustainable Procurement Policy. (b) That Council: (i) defer the target of Net Zero Carbon Neutral by 2025 to 2036, with a review in 2030. (ii) note a carbon offsetting budget allocation of $100,000 has been approved for FY2025/26, with an annual budget bid required each subsequent year until the review in FY2029/30, to support mitigation and decarbonisation projects aimed at reducing operational emissions ahead of the 2036 target.	**03 Dec 2025 2:44pm Denham, Lynne** In Progress , (a) That Council note:, (i) Noted – no follow-up action required., (ii) Noted – no follow-up action required., (iii) Noted - the grant application to the Community Energy Upgrades Fund was unsuccessful. Future budget bids to undertake gas boiler replacements in Council aquatic centres will be made in cooperation with Council's facility manager., (iv) Noted - compulsory sustainability requirements within future reviews of the Sustainable Procurement Policy are being progressed with Procurement and Contracts. , (b) That Council:, (i) Noted – Council's website and communications to be updated to reflect updated target., (ii) Noted - future carbon offsetting budget allocations of $100,000 will be made for each annual budget year until the review in FY2029/30.
Council Meeting 17/11/2025	**17/11/2025**	**FIN046-25**	**Property Matter - Disposal of Surplus Property - 62 Ocean Street Kogarah**	(a) That the land described as Lots 101 and 102 in DP773963 and Lot 2 in DP1016103, located at 62 Ocean Street, Kogarah be sold by way of public auction in accordance with the terms and conditions as generally detailed within this report. (b) That the General Manager be authorised to set the reserve price for auction purposes as detailed in (confidential) Attachment 2 to this report. (c) That should the property fail to sell at auction, the property be listed for private treaty sale at the reserve price. (d) That the General Manager, in accordance with Section 377(h) of the Local Government Act 1993, be authorised to execute the Contract for Sale, Transfer Document and all other documentation, to affect the disposal of Lots 101 and 102 in DP773963 and Lot 2 in DP1016103 being 62 Ocean Street, Kogarah. (e) That income from the proceeds of sale be placed in Council's Childcare Asset Reserve for investment in future childcare facilities and assets.	**02 Feb 2026 5:42pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 24 November 2025 to 30 June 2026 - Property is scheduled for auction in March 2026. Settlement anticipated before 30 June, 2026. **10 Apr 2026 10:23am Parker, Danielle** (a) Completed - Sold at auction on 18 March 2026 , (b) Completed , (c) Completed - not required as sold at auction , (d) In progress - settlement still to occur, (e) In progress - transfer to occur upon settlement
Council Meeting 17/11/2025	**17/11/2025**	**MM022-25**	**Community Safety in Georges River**	That Council: (a) Formally thank the St George Police Area Command, in particular Acting Superintendent David El-Badawi and Detective Inspector Michael Seckold, for their attendance and contribution at the recent Kogarah Bay Community Safety Meeting. (b) Acknowledge the residents of Kogarah Bay who attended the meeting and expressed their concerns in a respectful and constructive manner. (c) Work collaboratively with the St George Police Area Command to plan, host and promote a broader Community Safety Forum for Georges River residents, aimed at raising awareness, sharing crime prevention strategies, and strengthening community partnerships with local police as part of Council's Community Safety Education Program.	**08 Apr 2026 12:38pm Johnstone, Amy** (a) A letter will be sent from the General Manager to St George Police Area Command by 1 May 2026. - In Progress, , (b) Acknowledge the residents of Kogarah Bay who attended the meeting and expressed their concerns in a respectful and constructive manner. - Completed, (c) Council is working collaboratively with St George PAC Crime Prevention Officer to plan, host and promote a broader Community Safety Forum for Georges River residents in 2026. - In progress
Council Meeting 27/10/2025	**27/10/2025**	**NM092-25**	**Significance of Pole Depot Park**	That Council: (a) Recognise the significance of Pole Depot Park as a valued open space within the highly urbanised Penshurst area. (b) Note that Council is currently developing an LGA-wide Play Strategy to guide the appropriate management, prioritisation, and renewal of playgrounds based on their condition, function, and community value.	**06 Feb 2026 9:06am Lindsay, Samuel**

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				(c) Undertake community engagement to better understand local demand, desired uses, and amenity expectations for the Pole Depot Park playground. (d) Consider a budget bid for the renewal of the play equipment at Pole Depot Park, informed by the outcomes of community consultation and taking into consideration: (i) passive surveillance and safety; (ii) options to increase the play capacity and play value of the equipment consolidated into one of the site's playground areas; and (iii) the effective utilisation of existing park amenities to support renewed play infrastructure.	(a) noted, (b) noted, (c) Community engagement for Playspace Strategy has commenced on 14 December 2025 and will close on 6 February 2026. A targeted engagement was completed on Thursday 22 January 2026 with surrounding businesses at Pole Depot Park for their feedback., (d) Renewal of Pole Depot Park playground (removed in December 2025) will be considered for budget bid following the recommendations of the final endorsed GRC Playspace Strategy. The community feedback will inform the strategy. **10 Apr 2026 12:21pm Lindsay, Samuel** (a) noted, (b) noted, (c) Community engagement for Playspace Strategy has commenced on 14 December 2025 and will close on 6 February 2026. A targeted engagement was completed on Thursday 22 January 2026 with surrounding businesses at Pole Depot Park for their feedback., (d) Renewal of Pole Depot Park playground (removed in December 2025) will be considered for budget bid following the recommendations of the final endorsed GRC Playspace Strategy. The community feedback will inform the strategy. **14 Apr 2026 11:44am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 02 March 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 22/09/2025	**22/09/2025**	**CCL086-25**	**Reconstruction of a new Aquatic Facility at Carss Park - Status Update and Inclusion of Learn to Swim Funding Contribition**	(a) That Council endorse the proposal to fund the additional $5 million capital contribution to the Carss Park Aquatic Facility (LTS facility) through borrowing from the Commercial Property Reserve. (b) That Council endorse the progression of work on the sustainable management of its property portfolio, with further reports to be presented outlining long-term options for disposal, redevelopment, adaptive re-use, and strategic acquisitions, aimed at strengthening financial returns and facilitating the repayment of the Commercial Property Reserve. (c) That Council reaffirm its strategic direction of leveraging property assets to deliver new community infrastructure and generate long-term commercial income, thereby reducing reliance on rate revenue and minimising the likelihood of future rate increases. (d) That Council acknowledge this approach safeguards its $10 million contribution commitment, noting that operating surpluses are projected to diminish, and developer contributions are not guaranteed to be eligible. (e) That Council note financial sustainability remains the number one strategic risk and that property portfolio initiatives will run concurrently with other financial sustainability measures outlined in the Long-Term Financial Plan (LTFP). (f) That Council increase its total contribution to the Carss Park Aquatic Facility to $22.5 million, comprising $500,000 for plans and studies undertaken, $7 million for demolition and remediation undertaken, a proposed construction contribution of $10 million outdoor pool component (ref. CCL010-25) and $5 million (50% contribution to the Learn to-Swim (LTS) pool. (g) That the General Manager be delegated authority to make any necessary amendments to the revised draft Project Agreement (Confidential Attachment 1) and/or Deed of Variation, to safeguard Council's position and ensure its timely finalisation. (h) That the Mayor and General Manager be authorised to execute the Revised Project Agreement Confidential Attachment 1) and/or Deed of Variation, incorporating any necessary amendments, and confirm Council's $5 million (50%) contribution, conditional on this funding securing the inclusion of a Learn-to-Swim pool within the project scope.	**14 Oct 2025 12:47pm Parker, Danielle** (a) Completed - funds transferred to Carss Park Aquatic Facility Reserve, (b) In Progress - Estimated initial report by December 2026 , (c) Completed - Inclusion in the LTFP, (d) Receive and Note - No Further Action Required. , (e) Receive and Note - No Further Action Required. , (f) Completed - Revised Agreement and notification to OLG, (g) Completed - Revised Agreement , (h) Completed - Revised Agreement
Council Meeting 22/09/2025	**22/09/2025**	**ENV032-25**	**Source Separation at Public Place Litter Bins - Trial**	(a) A trial for source separation of eligible Return and Earn containers alongside the public litter bin service is delivered within the 2026/27 financial year, post implementation of the new waste collection contract.	**14 Oct 2025 4:47pm Allen, Leanne** In Progress a) the trial to commence in the 2026/27 Financial Year. **08 Dec 2025 2:50pm Denham, Lynne**

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				(b) A further report be provided to Council in the 2027/28 financial year, post full completion of the trial, to report on the outcomes and determine value for money of the service.	In Progress, (a) The trial to commence in the 2026/27 Financial Year., (b) A report will be submitted to Council in 2027 to address all parts of the resolution
Council Meeting 22/09/2025	**22/09/2025**	**NM081-25**	**Proactive Pavement Line Marking Program**	That Council: (a) Commences a Proactive Pavement Line Marking Program across the Local Government Area, beginning with the conduct of a comprehensive audit of all existing road line markings to assess their condition, visibility, and compliance with current standards. (b) As part of this program, applies a risk-based prioritisation matrix to rank renewal and maintenance works, with priority given to line markings of highest safety importance, such as: (i) Pedestrian crossings and associated lead-in lines; (ii) Stop lines and associated warning markings; (iii) School zones and other high pedestrian activity areas; (iv) Lane delineation and turning bays in high-traffic locations. (c) Ensures that the Proactive Pavement Line Marking Program is embedded into Council's ongoing asset maintenance schedule, with a dedicated budget line established in future years to support the proactive inspection, renewal, and maintenance of road line marking. (d) Receives a report from officers detailing the outcomes of the initial audit, the proposed priority program, implementation plan, and budgetary implications for consideration in the next operational plan.	**16 Dec 2025 4:32pm Liu, Stephanie** Update from Anthony Baradhy (Coordinator T&T):, Council is progressing with the development of a Request for Quotation (RFQ) for a comprehensive road condition assessment. This RFQ will include a detailed audit of existing line markings, as well as the development of a renewal program and maintenance schedule for priority areas identified in the resolution., Proposed Timeframe:, RFQ anticipated release: July 2026, Anticipated completion of data collection and renewal/maintenance schedule: November 2026, Until the program is fully delivered by the end of next year, Council's Traffic Engineers will continue to respond to requests for maintenance of signs and line markings. These works will be undertaken based on our assessment and prioritisation to ensure safety and compliance. **06 Feb 2026 9:05am Lindsay, Samuel** Council is progressing with the development of a Request for Quotation (RFQ) for a comprehensive road condition assessment. This RFQ will include a detailed audit of existing line markings, as well as the development of a renewal program and maintenance schedule for priority areas identified in the resolution., Anticipated Completion of data collection and renewal/maintenance schedule: November 2026, Until the program is fully delivered by the end of next year, Council's Traffic Engineers will continue to respond to requests for maintenance of signs and line markings. These works will be undertaken based on our assessment and prioritisation to ensure safety and compliance. **10 Apr 2026 2:58pm Lindsay, Samuel** Council is progressing with the development of a Request for Quotation (RFQ) for a comprehensive road condition assessment. This RFQ will include a detailed audit of existing line markings, as well as the development of a renewal program and maintenance schedule for priority areas identified in the resolution., Anticipated Completion of data collection and renewal/maintenance schedule: November 2026, Until the program is fully delivered by the end of next year, Council's Traffic Engineers will continue to respond to requests for maintenance of signs and line markings. These works will be undertaken based on our assessment and prioritisation to ensure safety and compliance. **14 Apr 2026 11:40am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 26 January 2026 to 30 December 2026 - Updated to reflect estimated time for audit to be undertaken
Council Meeting 22/09/2025	**22/09/2025**	**NM085-25**	**Traffic concerns on Park Road and Ramsgate Road**	That Council: (a) Acknowledge that residents coming out of Kogarah Bay are finding it extremely difficult to turn right onto Park Road and Ramsgate Road due to high traffic volumes and speeding vehicles. (b) Recognise that these conditions have made right-hand turns unsafe, frustrating, and increasingly dangerous for the residents of Kogarah Bay. (c) Conduct a thorough investigation and traffic study along Park Road and Ramsgate Road, Kogarah Bay, during the current financial year. (d) Determine the most suitable intersection for the installation of a roundabout. Specifically considering the following intersections: - Bell Avenue and Park Road - Renn Street and Park Road - Wyee Street and Park Road	**10 Feb 2026 8:16am McGrath, Rachelle** Traffic study is underway, with data collection expected by the end of Feb 2026. Assessment of a suitable roundabout location at the nominated intersections will be informed by the study outcomes **10 Apr 2026 2:58pm Lindsay, Samuel** (a) - Noted., (b) - Noted., (c) - The survey results for intersection turning movement counts and automatic tube counts along this corridor have been obtained. The 85th percentile speed along Park Road and Ramsgate Road is up to 63km/h, which is considered typical for collector roads with a posted speed limit of 60km/h., Council will engage a consultant to undertake a traffic study, utilising the surveyed traffic data and additional investigation, as required. It is expected that the Park Road and Ramsgate Road traffic study will be completed within 6 weeks. The findings and recommendations from the traffic study will be presented to the Local Transport Forum in June., (d) - Pending the outcomes of (c)., (e) - Noted.

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				The bend where Park Road meets Ramsgate Road (e) Recognise that a roundabout at the most suitable location would: (i) Make right hand turns out of Kogarah Bay much safer. (ii) Improve traffic flow getting out of Kogarah Bay. (iii) Act as a traffic calming measure to reduce speeding along this stretch.	**14 Apr 2026 11:43am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 26 January 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 22/09/2025	**22/09/2025**	**NM086-25**	**Limited recreational facilities in Carlton and Allawah**	(a) Recognise that Carlton and Allawah has limited recreational facilities for young people and young families, and that Anglo Square Park is currently underutilised but presents an opportunity for modest, cost-effective upgrades. (b) Note that residents have expressed strong support for improved recreational spaces, particularly facilities that encourage outdoor activity for young people and encourage broader community use of local parks. (c) Initiate the preparation of a Spatial Framework for Anglo Square, Carlton, to provide a clear vision and series of actions to guide future improvements. The Framework will set out the physical and spatial aspects of the park, creating a visual understanding of its layout and components. The process will include: (i) Preliminary Consultation – engaging with the community and stakeholders to understand current usage of Anglo Square and what improvements they would like to see. (ii) Review and Planning – using community feedback to prepare a draft Spatial Framework. (iii) Draft Framework Consultation – publicly exhibiting the draft Spatial Framework for further community feedback. (iv) Further Review – refining the draft in response to submissions and community feedback. (v) Finalisation and Publication – presenting the completed Spatial Framework to Council and making it publicly available. (d) That the development and consultation of the Anglo Square Spatial Framework commences in the 2025/2026 financial year and is undertaken by Council officers as part of existing budget allocation. (e) That once the Anglo Square Spatial Framework is finalised, future budget bids are included in Council's Capital Works budget for the works outlined in the Spatial Framework.	**06 Feb 2026 11:29am Lindsay, Samuel** Assets team has began preparing a community engagement plan in preparation for the development of the Anglo Square Spatial Framework., The Strategic Property team is in the process of formally acquiring Anglo Square. Letters has been sent to surrounding residents seeking support for acquisition. **10 Apr 2026 12:19pm Lindsay, Samuel** Assets team has began preparing a community engagement plan in preparation for the development of the Anglo Square Spatial Framework. This is currently on hold pending acquisition of Anglo Square., The Strategic Property team is in the process of formally acquiring Anglo Square. Letters have been sent to surrounding residents seeking support for acquisition. This process is still ongoing. **14 Apr 2026 11:40am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 26 January 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 25/08/2025	**25/08/2025**	**COM032-25**	**Action Plan for Library Spaces**	(a) That Council endorse the land in the southeast corner of Olds Park adjoining Forest Road, Penshurst, as the preferred location under consideration for a new 2,500 square metre district library to serve the western half of the Georges River Local Government Area, and that the Council-owned land at 23–29 Cook Street, Mortdale, not be pursued as a library site. (b) That the development feasibility of constructing a new 2,500 square metre library on the land in the southeast corner of Olds Park adjoining Forest Road, Penshurst, including cost and sources of funding, be determined and the results reported back to Council. (c) That Council endorse the actions outlined within this report, including the proposed actions identified to revitalise, reimagine and transform Council's branch libraries.	**10 Apr 2026 2:20pm Johnson, Billie** (a) At its 22 September meeting, Council endorsed the land in the southeast corner of Olds Park, which is currently the location of Penshurst Library as the preferred location for a new 2,500 square metre district library. - Completed, (b) Subject to budget approval, Council officers will commence investigations to determine the development feasibility of constructing a new 2,500 square metre library on the land in the southeast corner of Olds Park, the current location of Penshurst Library. The results of the development feasibility will be presented at a future Council meeting following the completion of the investigation. - In Progress, (c) Council endorsed the proposed actions to revitalise, reimagine and transform Council's branch libraries. In accordance with the identified short-term actions, Council officers have undertaken preliminary works to improve access and utilisation of South Hurstville Library with a completion date of June 2026 - In Progress

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Council Meeting 25/08/2025	**25/08/2025**	**FIN034-25**	**Property Matter - Kogarah Town Square Strata Management Statement**	That the General Manager be authorised to amend, approve, sign and register all documentation related to the proposed changes to the Strata Management Statement for Council's interest within the Kogarah Town Square, being Lots 1,3 and 12 in DP103591, as generally detailed within this report.	**29 Sep 2025 3:56pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 01 September 2025 to 31 March 2026 - In progress - amended statement to be registered in due course. **02 Apr 2026 2:57pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 31 March 2026 to 30 June 2026 - Strata Management Statement currently awaiting registration. **14 Apr 2026 2:00pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 30 June 2026 to 30 August 2026 - The registration of the Strata Management Statement remains outstanding due to two strata members not providing the required approval notice to proceed with the proposal.
Council Meeting 25/08/2025	**25/08/2025**	**NM070-25**	**Social Media Platforms**	That Council: (a) Investigate the use of Chinese social media platforms such as WeChat and Xiaohongshu (Little Red Note) to support the promotion of Council information and enhance communication and engagement with CALD (Culturally and Linguistically Diverse) residents and businesses; (b) Provide a feasibility assessment regarding the costs and resources required to implement the above; and (c) Bring a report back to Council outlining a proposed approach.	**02 Feb 2026 5:38pm Stroud, Kent - Target Date Revision** Target date changed by Stroud, Kent from 29 December 2025 to 27 March 2026 - Report going to March Council meeting. **14 Apr 2026 4:14pm Stroud, Kent - Target Date Revision** Target date changed by Stroud, Kent from 27 March 2026 to 29 June 2026 - A feasibility study is currently underway to assess the costs of using multi-lingual channels and platforms to promote Council. The results of the feasibility will be presented to Council in June, 2026.
Council Meeting 25/08/2025	**25/08/2025**	**NM077-25**	**Narwee Shopping Centre Revitalisation**	That the General Manager provide a report to Council on strategies to revitalise the Narwee Shopping Village, including: (a) Community engagement with stakeholders including shopkeepers and community groups such as Refresh Narwee (b) Options for improved amenity including graffiti removal and streetscape (c) Open discussions with the City of Canterbury Bankstown Council on joint initiatives (d) Council Officers provide a report with recommendations for improvement including timeframes and cost.	**06 Feb 2026 9:00am Lindsay, Samuel** (a) Council will reach out to the community once the report is in final draft form for discussion, (b) Noted and will be included in the Narwee Shopping Centre Revitalisation Study report, (c) Council had preliminary meetings with CBCity Oct-Nov, (d) The Narwee Shopping Centre Revitalisation Study report is in progress **10 Apr 2026 2:13pm Lindsay, Samuel** (a) Council will reach out to the community once the report is in final draft form for discussion, (b) Noted and will be included in the Narwee Shopping Centre Revitalisation Study report, (c) Council had preliminary meetings with CBCity Oct-Nov, (d) The Narwee Shopping Centre Revitalisation Study report is in progress, with the priority on the draft Penshurst Public Domain Plan community consultation. **14 Apr 2026 11:38am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 29 December 2025 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 25/08/2025	**25/08/2025**	**NM078-25**	**Jubilee Avenue Traffic Study**	That Council note the Directors Comments of this report which provide; (a) The detailed breakdown of expenditure of the Jubilee Ave and Park Road Traffic Studies (b) An overview of the collaborative efforts between Council and TfNSW in progressing the study (c) The anticipated next steps and timings of the project	**06 Feb 2026 9:02am Lindsay, Samuel** a) & b) completed on 25 Aug 2025 as per recommendations adopted at Council meeting. , c) Consultant is currently updating the report. It is expected that a draft traffic study report shall be available by end of February 2026. **10 Apr 2026 2:55pm Lindsay, Samuel** a) & b) completed on 25 Aug 2025 as per recommendations adopted at Council meeting. , c) Consultant is currently updating the report. A draft traffic study was received at the end of February 2026, this is currently with TfNSW for their review and endorsement. **14 Apr 2026 11:39am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 29 December 2025 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 28/07/2025	**28/07/2025**	**CCL064-25**	**Risk Assessment and Prioritisation of Traffic Studies**	(a) That Council receive and note the table of requested traffic studies from staff, residents, Councillors and Members of Parliament contained within this report. (b) That the table be published to Council's Website.	**06 Feb 2026 5:34pm Lindsay, Samuel** a) Noted., b) The table of traffic studies will be published on Council's website. Officers are currently working on website updates. **14 Apr 2026 11:43am Lindsay, Samuel - Target Date Revision**

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Council Meeting 28/07/2025	**28/07/2025**	**COM030A-25**	**Hurstville Golf Course Management Agreement**	(a) That in accordance with Section 55 (3) (i) of the *Local Government Act 1993*, Council enter into a twenty-four (24) month contract extension of the current management agreement for the Hurstville Golf Course with BlueFit Pty Ltd, extending the agreement until 31 August 2027, as a satisfactory result would not be achieved by inviting tenders because of extenuating circumstances being: (i) Submission of a Planning Proposal (PP) to amend the *Georges River Local Environmental Plan* (GRLEP 2021) and subsequent development consent for use of the Hurstville Golf Course Clubhouse as a function centre are required to support future capital investment, financial sustainability and greater community access (ii) Undertaking a public tender process to appoint a long-term operator without the required approvals would not achieve a satisfactory result as per the *Optimising Community Access and Facility Use Plan* (The Plan); and (iii) A public tender process cannot be completed to align with the expiring management agreement on 31 August 2025. (b) That Council delegate authority to the General Manager to do all things necessary to give effect to this resolution. (c) That, following receipt of the approved amendment of the GRLEP 2021 and subsequent development consent, an open tender process be undertaken for the appointment of a long-term operator of the Hurstville Golf Course.	**09 Apr 2026 5:38pm Bryant, Naomi** (a) and (b) No further action - Completed , (c) The planning proposal and amendment to generic plan of management went on public exhibition until the 16th March, and included a public hearing at Councils office on 2nd March. - In Progress.
Council Meeting 28/07/2025	**28/07/2025**	**ENV024-25**	**Endorsement of Hurstville Golf Course Clubhouse Planning Proposal for Gateway Determination**	(a) That Council forward Planning Proposal No.2025/0003 (Hurstville Golf Course Clubhouse) enclosed in Attachment 1 to the Department of Planning, Housing and Infrastructure for a Gateway Determination under Section 3.34 of the *Environmental Planning and Assessment Act 1979.* (b) That Council publicly exhibit the Planning Proposal in accordance with the terms of the Gateway Determination issued by the Department of Planning, Housing and Infrastructure and in accordance with the *Georges River Council Engagement Strategy*. (c) That the Director Environment and Planning be authorised to make minor editorial amendments to the Planning Proposal as required throughout the reporting process.	**12 Aug 2025 10:07am Oste, Luke** Request was sent to DPHI on 8 August for a Gateway determination. Awaiting decision from DPHI. **09 Oct 2025 1:35pm Manos, Katerina** In Progress, (a) Request was sent to DPHI on 8 August 2025 for a Gateway determination. Gateway determination received on 15 September 2025. , (b) A report to the Environment and Planning Committee Meeting to publicly exhibit the Planning Proposal is expected for December 2025., (c) Noted **09 Dec 2025 5:04pm Oste, Luke** (a) Request was sent to DPHI on 8 August 2025 for a Gateway determination. Gateway determination received on 15 September 2025. , (b) Community consultation is expected to occur in early 2026., (c) Noted **09 Dec 2025 5:06pm Oste, Luke - Target Date Revision** In Progress , a) - c) Community consultation was delayed due to the need to get endorsement of the supporting draft PoM amendment and to avoid exhibition over the summer break. Endorsement of the draft PoM amendment was received at the 8 December 2025 Council meeting. Anticipated date of completion being 30 April 2026. **05 Mar 2026 11:45am Oste, Luke - Target Date Revision** Target date changed from 30 April 2026 to 31 May 2026 - To enable public exhibition to conclude, considerations of submissions to occur, and a report to be tabled before Council. **01 Apr 2026 4:00pm Qin, Anne** In Progress, a) - b) In Progress , The Hurstville Golfcourse Clubhouse Planning Proposal (2025/0003 was exhibited from 2 February to 16 March 2026, including a Public Hearing on 2 March 2026. A report will be presented to Council following the review of all submissions., c) Noted
Council Meeting 28/07/2025	**28/07/2025**	**NM051-25**	**Traffic Study - Hurstville CBD**	That Council:	**03 Nov 2025 2:34pm Liu, Stephanie** On Hold, (a) - (d) Not commenced, no budget as per 2025/26 financial year budget process. **06 Feb 2026 5:25pm Lindsay, Samuel**

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				(a) Note the ongoing congestion in the Hurstville CBD extending to the area of Easter Quarter, Wright Street, Hudson Street rand Treacy Street connecting to Forest Road in the Hurstville CBD. (b) Note previous motions highlighting congestion concerns and calling for a 25/26 operational budget bid to undertake a Traffic Study in the area. (c) Officers develop and implement a communication plan to inform the local community of the appropriate areas for drop off and pick up along Ormonde Parade in the Hurstville CBD. (d) Submit an operational budget bid for consideration in the 26/27 draft budget to conduct a comprehensive traffic study in the area of Easter Quarter, Wright Street, Hudson Street rand Treacy Street connecting to Forest Road in the Hurstville CBD as well as the broader CBD as outlined in NM053-24 with the aim of addressing the existing and growing traffic issues in the area and looking for improvement opportunities.	a) Noted., b) Noted., c) Completed - a media release for Ormonde Parade Traffic Awareness Campaign - Let's Keep Hurstville Moving was published in December 2025 in conjunction with new signage to enforce the 'Kiss and Ride' zone., d) An Operational Budget submission will be prepared for FY2026/27. **10 Apr 2026 2:46pm Lindsay, Samuel** a) Noted., b) Noted., c) Completed - a media release for Ormonde Parade Traffic Awareness Campaign - Let's Keep Hurstville Moving was published in December 2025 in conjunction with new signage to enforce the 'Kiss and Ride' zone., d) An Operational Budget submission will be prepared for FY2026/27.
Council Meeting 28/07/2025	**28/07/2025**	**NM053-25**	**Additional Lighting at Hogben Park**	That Council; (a) Note that Council regularly receives requests to install lighting at the Hogben Park basketball court to enable its use after dusk. (b) Note the Lux Level Testing report undertaken by Sportz Lighting in January 2023 (as per NM052-22) confirmed that the Hogben Park basketball court has insufficient lux provision for ball and physical training purpose in accordance with AS2560 after dusk. (c) Note that the Hogben Park Master Plan (2010) identifies extended use of the park's facilities beyond dusk, including improved lighting for the basketball court, as key recommendations arising from the community consultation process. (d) Note that community engagement on the 'Proposed Installation of Lighting – Hogben Park Basketball Court' was conducted in April 2023 with surrounding residents. Seventeen submissions were received opposing the proposal, primarily due to concerns about increased noise after dark. No letters of support were received. (e) Undertake a new round of community consultation regarding the proposed installation of lighting at the Hogben Park basketball court, with a view to assessing the current views and concerns of surrounding residents. (f) Receive a further report within six (6) months outlining: a. the results of the community consultation; and b. the financial implications of installing lighting at the basketball court (g) Subject to the outcomes of (f), include a budget bid for the installation of lighting at the Hogben Park basketball court in the 2026/2027 Capital Budget.	**03 Feb 2026 10:29am Liu, Stephanie** In Progress, (a) Noted, (b) Noted, (c) Noted, (d) Noted, (e) Council undertook community consultation with the objective to gauge support for proposed lighting of Hogben Park basketball court. Community consultation ran between 26 September to 3 November 2025 via YourSay, onsite signs, ENews, social media, The Leader and letter box drops. 92 responses were received with 86 in support of lighting improvements. Council officers are preparing a report for Council consideration early 2026. , (f) Pending part (e), (g) Pending part (f) **10 Apr 2026 12:23pm Lindsay, Samuel** In Progress, (a) Noted, (b) Noted, (c) Noted, (d) Noted, (e) Council undertook community consultation with the objective to gauge support for proposed lighting of Hogben Park basketball court. Community consultation ran between 26 September to 3 November 2025 via YourSay, onsite signs, ENews, social media, The Leader and letter box drops. 92 responses were received with 86 in support of lighting improvements., (f) Council officers are preparing a report for Council consideration mid 2026. It is also noted that Council has plans to develop a Masterplan for Hogben Park., (g) Cost of works are estimated at $60k which is not included in the current 4-year Capital Works Program.
Council Meeting 28/07/2025	**28/07/2025**	**NM054-25**	**Footpath - East Street Blakehurst**	That Council: (a) Requests Council officers to investigate the feasibility of installing a footpath on East Street, Blakehurst, between Oberon Street and Orana Crescent, taking into account both design and construction viability. (b) Notes the narrow verge width, existing street trees and the steep gradient of some existing driveways on the western side of East Street, and therefore requests that the investigation prioritise the section of the street that passes through Church Street Reserve, on the eastern side. (c) Subject to the investigation confirming the feasibility of installing a footpath in this location, undertakes community consultation with nearby residents to assess support for the proposed footpath.	**04 Feb 2026 4:59pm Lindsay, Samuel** (a) - The proposed footpath along East Street, between Oberon Street and Orana Crescent is feasible considering the design and construction, however it will not connect to any existing pedestrian paths, as the surrounding roads currently lack footpaths. As a result, installing a paved footpath in this section would not deliver a meaningful level of service to the community., Council is currently working to prioritise pedestrian improvements in Blakehurst and are exploring funding opportunities to support future construction based on identified needs. This location will be added to our future footpath program, with a focus on ensuring connectivity and improving access to local public amenities., (b) - Noted., (c) - Community consultation will be undertaken once the footpath prioritisation for Blakehurst has been completed. **10 Apr 2026 12:12pm Lindsay, Samuel**

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					(a) - The proposed footpath along East Street, between Oberon Street and Orana Crescent is feasible considering the design and construction, however it will not connect to any existing pedestrian paths, as the surrounding roads currently lack footpaths. As a result, installing a paved footpath in this section would not deliver a meaningful level of service to the community., Council is currently working to prioritise pedestrian improvements in Blakehurst and are exploring funding opportunities to support future construction based on identified needs. This location will be added to our future footpath program, with a focus on ensuring connectivity and improving access to local public amenities., (b) - Noted., (c) - Community consultation will be undertaken once the footpath prioritisation for Blakehurst has been completed.
Council Meeting 28/07/2025	**28/07/2025**	**NM057-25**	**Mortdale Village Parking**	(a) That Council engages with the Mortdale Village community by notifying shoppers, businesses, and residents that: (i) Council remains committed to improving the parking situation for shoppers in Mortdale Village and acknowledges the feedback received regarding parking during consultation on the Mortdale Masterplan. (ii) Council acknowledges that there is currently insufficient parking available during peak periods. (iii) Council confirms the net increase (or decrease) in public parking spaces in Mortdale Village since community feedback was received in September 2023 for the Mortdale Masterplan. (b) That the General Manager confirms whether any studies have been undertaken to identify short-term parking solutions, and whether those potential solutions have been exhausted or implemented. (c) That the General Manager reviews and re-prioritises parking enforcement, with a focus on the effectiveness of the 1-hour and 3-hour timed parking zones in supporting business turnover and shopper access. (d) That the General Manager provides a report on the enforcement and effectiveness of the current timed parking controls in Mortdale Village, including: (i) An assessment of whether enforcement has contributed to reducing peak-hour parking pressures; and (ii) Any further recommendations to improve parking turnover and support local businesses.	**08 Dec 2025 2:42pm Denham, Lynne - Target Date Revision** Target date changed from 11 February 2026 to 30 June 2026 - (a) and (b) for A&I., In Progress, (c) and (d) In Progress , Council's Parking Officers have been requested to conduct foot patrols of the 3-hour timed parking and 1-hour timed parking in Mortdale. The findings from these patrols will be used to inform the outcome from the Parking Team as requested in item (d) of the Notice of Motion and will be submitted to Council at the May committee meeting.
Council Meeting 28/07/2025	**28/07/2025**	**NM059-25**	**Lighting at Carss Bush Park**	That Council: (a) Notes that residents have raised concerns about inadequate lighting at Carss Bush Park, including the carpark near Todd Park, which they consider a public safety issue, particularly during the darker winter months. (b) Acknowledges that improved lighting in and around Carss Bush Park would support community safety, active recreation, and accessibility, particularly in the early morning and evening hours. (c) Requests the General Manager to: (i) Investigate upcoming or potential grant funding opportunities—State or Federal—that could support lighting upgrades at Carss Bush Park and the adjacent carpark near Todd Park; (ii) Prioritise the preparation of a grant application or expression of interest should a relevant opportunity arise; and	**03 Feb 2026 10:35am Liu, Stephanie** In Progress, (a) Noted, (b) Noted, (c) In Progress, (i) Council is currently updating the Masterplan and Plan of Management for Carss Bush Park & Todd Park. It is expected that these documents will be completed and endorsed by June 2026. Once this is published, Council will be in a better position to apply and obtain grant funding., (ii) subject to (i), (iii) subject to (i), (d) subject to (c) **10 Apr 2026 12:19pm Lindsay, Samuel** (a) Noted, (b) Noted, (c) In Progress, (i) Council is currently updating the Masterplan and Plan of Management for Carss Bush Park & Todd Park. It is expected that these documents will be completed and endorsed by June 2026. Once this is published, Council will be in a better position to apply and obtain grant funding., (ii) subject to (i), (iii) subject to (i), (d) subject to (c) **14 Apr 2026 11:50am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 11 February 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team

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				(iii) Report back to Council on any identified funding opportunities and the feasibility of progressing lighting improvements as part of future capital works or community safety initiatives. (d) Considers including lighting upgrades at Carss Bush Park in the development of future capital works programs, should external funding not be available in the short term	
Council Meeting 28/07/2025	**28/07/2025**	**NM060-25**	**Innovative and Cost-effective Approaches to Street Tree Planting**	That Council: (a) Acknowledge the opportunity to explore innovative and cost-effective approaches to street tree planting in support of the 40% tree canopy target by 2036, noting that $150,000 has been allocated for this purpose in the current financial year. (b) Notes that conventional street tree planting using 45L potted trees can cost as high as $1,000 per tree, mainly in cost to purchase and labour to plant, and that these trees are often pot-bound, potentially stunting their growth. (c) Recognises the benefits of planting locally native tubestock, including: (i) Rapid development due to healthy root system (300mm to 3metres in first year); (ii) Significantly lower costs for plants and labour (major usual cost); (iii) Greater adaptability and long-term resilience in suitable soil due to local conditions; and (iv) Potential for broader community involvement and education. (d) Requests the General Manager to investigate and implement a trial street tree planting program in the 2025-26 financial year using locally native tubestock with the following features: (i) Appropriate tree protection measures such as temporary wire cages attached to star pickets (ii) Community engagement measures including hand-delivered letters of intention to adjacent residents; and (iii) Encouragement of resident stewardship of trees where appropriate, particularly through child-friendly and engaging communications. (e) Requests a report back to Council evaluating the outcomes of the trial, including: (i) Cost comparisons with conventional street tree planting; (ii) Tree survival and growth rates; and (iii) Community feedback and participation levels. (f) Notes the success of existing local examples such as Beale Reserve, Peakhurst as a model for low-cost, high yield tree planting.	**30 Mar 2026 1:55pm Spinola, Mitchel** IN PROGRESS, (a)-(f) Council has identified 52 tube stock tree planting opportunities across three locations. Tree planting scheduled to be done at the optimal time which is between May and August 2026. Outcomes of the trial planting will be presented to the Assets & Infrastructure Committee of Council 12 months and 24 months after planting.
Council Meeting 23/06/2025	**23/06/2025**	**NM042-25**	**Carlton South Public School - Safety and Traffic Improvements on Ecole Street and Surrounding Areas**	(a) That Council commits to undertaking a comprehensive investigation into traffic flow, safety, and visibility concerns along Ecole Street and Ecole Lane, Carlton, particularly during school pick up and drop off periods. (b) That, as part of this investigation, Council: (i) Restore the convex mirrors at the bend of Ecole Street and Ecole Lane intersection and at the intersection of Ecole Street and Wheeler Street, where they were previously installed; (ii) Commits to reviewing and amending the existing signage for the Double Bus Zone on Jubilee Avenue to better reflect actual bus usage patterns, such as school excursions. This may include retaining the "Bus Zone" sign while adding supplementary signage e.g. *"Kiss & Ride Excepted, School Days 8.00–9.30am,*	**03 Nov 2025 2:36pm Liu, Stephanie** In Progress , (a) and (b) In progress - Traffic engineers are currently working through the options outlined in this resolution. **04 Feb 2026 4:53pm Lindsay, Samuel** (a) Investigation complete and changes implemented as part of 6 month trial., (b) Prior to the end of the current 6 month trial a report will be provided on the outcome of the changes and recommendations for an ongoing basis. **10 Apr 2026 2:45pm Lindsay, Samuel** (a) Investigation complete and changes implemented as part of 6 month trial., (b) Prior to the end of the current 6 month trial a report will be provided on the outcome of the changes and recommendations for an ongoing basis. **14 Apr 2026 11:38am Lindsay, Samuel - Target Date Revision**

CCL025-26 Attachment 1

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				2.30–4.00pm" to allow for short, supervised drop offs of up to 10 seconds and help alleviate traffic congestion on Ecole Street; (iii) Investigates the feasibility of making Ecole Street and Ecole Lane one-way during school pick up and drop off periods to improve traffic flow and pedestrian safety; (iv) Commits to installing consistent and clear "Kiss & Ride" signage in both Ecole Street and Jubilee Avenue, paired with adjacent "No Parking" signs, to ensure that these zones are used exclusively for brief, active drop-offs and not for parking or leaving vehicles unattended; and (v) Commits to completing this work and reporting the outcomes back to Council within the next 12 months. Note: Councillor Landsberry asked a Question with No Notice with the answers to be published in the Business Papers at the next Council Meeting in July 2025. Q Is it possible to have a one way street at certain times of the day?	Target date changed by Lindsay, Samuel from 25 November 2025 to 30 August 2026 - Updated to allign with trial period of traffic changes
Council Meeting 23/06/2025	**23/06/2025**	**NM043-25**	**Roundabout at Intersection of Edward Street and Colvin Avenue Carlton**	That Council: (a) Implements a series of short-term safety improvements at the intersection of Edward Street and Colvin Avenue, as discussed at the onsite meeting held on 19 June 2025 and following community consultation, including but not limited to: (i) Improved line marking at the intersection, which could include but not be limited to, centre line markings along Edward Street and chevron markings on the northern side of Edward Street on approach to the intersection (ii) Extension of the 'No Stopping' zone approaching the intersection to improve sightlines; (iii) Installation of reflective stickers on 'STOP' sign poles; and (iv) Trimming of trees on approach to the intersection to improve sight lines; (v) Investigate the street light lux levels at the intersection to ensure adequate lighting (b) Notes the process and timeline for these short-term safety improvements as outlined below: (i) Residents will receive a notification letter regarding the proposed short-term safety changes in mid-July 2025 (ii) A report with recommendations will be presented to the August 2025 Traffic Advisory Committee for consideration. (iii) If the recommendations are endorsed by the Traffic Advisory Committee and subsequently adopted by Council, the works will be scheduled for implementation in September 2025. (c) Commences an investigation into long-term safety improvements in FY25/26 at the intersection of Edward Street and Colvin Avenue, to assess the most effective solution, with consideration given to: (i) Installation of a roundabout; (ii) Installation of speed humps on approaches to the intersection; and (iii) Installation of chicanes or other traffic calming devices. (d) Notes that funding has been allocated in the 2026/27 Capital Works Program for the implementation of the long-term safety improvements identified through the investigation process	**03 Nov 2025 2:36pm Liu, Stephanie** In Progress - Part 1 of 2, a) Short-term safety works are currently scheduled or have already been completed., b) Approved by Council at its meeting held on 25 August 2025, contracted out and works were completed by 22 September 2025., c) and d) Approved by Council at its meeting held on 25 August 2025, works scheduled with service request tracking number RD2025/2341.NBM, e) Council's Tree Maintenance Team's contracted out tree trimming works and was completed 6 July 2025., f) Council's Asset Team to include in 2025/26 financial year's Lighting Program., g) Noted. **03 Nov 2025 2:37pm Liu, Stephanie** In Progress - Part 2 of 2, h) Completed in July 2025. Report was presented to the formerly named, Georges River Traffic Advisory Committee (now Local Transport Forum) in August 2025., j) Line marking was contracted out and completed by 22 September 2025., k) Investigation in progress, including consideration of items (i)-(iii) and iv) Noted. **04 Feb 2026 4:56pm Lindsay, Samuel** (a) - Short-term safety works at this intersection have been completed., (i) - Approved by Council at its meeting held on 25 August 2025, contracted out and works were completed on 22 September 2025., (ii) - Approved by Council at its meeting held on 25 August 2025 work order has been issued and works are scheduled., (iii) - Approved by Council at its meeting held on 25 August 2025 work order has been issued and works are scheduled., (iv) - Tree trimming works were completed 6 July 2025., (v) - Current lighting is being investigated and if any improvements are required this will be scheduled for inclusion in a future Capital Works Program., (b) Noted., (c) Completed in July 2025 with a subsequent report to the Traffic Advisory Committee in August 2025., (i) - (iii) Line marking work was completed on 22 September 2025., (d) A long-term proposal including the installation of speed humps on Edward Street has been included in a project proposal for the FY 2026/27 Capital Works Program. **10 Apr 2026 2:45pm Lindsay, Samuel**

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					(a) - Short-term safety works at this intersection have been completed., (i) - Approved by Council at its meeting held on 25 August 2025, contracted out and works were completed on 22 September 2025., (ii) - Approved by Council at its meeting held on 25 August 2025 work order has been issued and works are scheduled., (iii) - Approved by Council at its meeting held on 25 August 2025 work order has been issued and works are scheduled., (iv) - Tree trimming works were completed 6 July 2025., (v) - Current lighting is being investigated and if any improvements are required this will be scheduled for inclusion in a future Capital Works Program., (b) Noted., (c) Completed in July 2025 with a subsequent report to the Traffic Advisory Committee in August 2025., (i) - (iii) Line marking work was completed on 22 September 2025., (d) A long-term proposal including the installation of speed humps on Edward Street has been included in a project proposal for the FY 2026/27 Capital Works Program.
Council Meeting 23/06/2025	**23/06/2025**	**NM048-25**	**Accessible, safe, and well-maintained public toilets**	(a) That Council Develop a Georges River Public Toilet Strategy, including: (i) Strategic Location Planning: Map and assess the current network of public toilets; Identify service gaps near high-traffic areas (e.g. shopping precincts, transport hubs, sporting facilities, and major parks). (ii) Facility Upgrades and Expansion: Establish a staged upgrade program for existing toilets to meet safety, accessibility, and hygiene standards; Identify sites for new facilities based on community need and population growth projections. (iii) Maintenance and Safety (iv) Community Engagement and Equity (v) Submit a budget bid for 2026/27 for the Strategy to be developed. (b) That the General Manager prepare an interim update for Councillors via the Councillor Information Bulletin on the prioritised list for public amenities due for upgrade or renewal.	**03 Feb 2026 10:25am Liu, Stephanie** In Progress, (a) An operational budget bid has been submitted for 2026/27 financial year for the development of a Georges River Public Toilet Strategy. Awaiting approval., (b) Without appropriate data an interim update is not feasible. A prioritised list of public amenities due for upgrade or renewal will be provided once the Georges River Public Toilet Strategy has been adopted. **10 Apr 2026 12:14pm Lindsay, Samuel** (a) - An operational budget bid has been submitted for FY 2026/27 for the development of a Georges River Public Toilet Strategy. Awaiting approval., (b) - Without appropriate data an interim update is not feasible. A prioritised list of public amenities due for upgrade or renewal will be provided once the Georges River Public Toilet Strategy has been adopted
Council Meeting 26/05/2025	**26/05/2025**	**ENV015-25**	**Carss Bush Park and Todd Park Plan of Management and Master Plan - Resolution to exhibit**	(a) That Council endorse the Draft Carss Bush Park and Todd Park Plan of Management and Master Plan for public exhibition for a period of no less than 28 days in accordance with section 38 of the Local Government Act 1993. (b) That Council notify the draft Plan of Management and Master Plan to the Minister (NSW Department of Planning, Housing and Infrastructure), as the representative landowner of part of the land under section 39 of the Local Government Act 1993, to obtain owner's consent prior to public exhibition. (c) That Council seek written consent from the NSW Department of Planning, Housing and Infrastructure to adopt the draft Plan of Management, in accordance with section 3.23(6) of the Crown Land Management Act 2016. (d) That Council endorse the proposed changes to the land categorisation and hold a public hearing under section 40A of the Local Government Act 1993. (e) That Council note the progress of the concurrent exercise to formalise the reservation of several areas of Crown land within Carss Bush Park as Crown Reserve for ongoing management by Council and the non-claimant application that must be finalised prior to the final adoption of the Plan of Management by the Minister for Lands and Property and Council.	**03 Sep 2025 5:08pm Allen, Leanne** In Progress , (a) - (b) Council endorsed the public exhibition of the Plan of Management and Master Plan, subject to Crown (Landowner) consent. The Carss Park and Todd Park Plan of Management and Master Plan has been forwarded to Crown Land for their review and consent to exhibit. The receipt of Crown consent generally takes between 6-12 months following which it will be exhibited. Council has followed up with Crown Lands on 14 July re their feedback and consent. Crown Lands replied on 15 July confirming they would , (c) - (d) Noted., (e) In relation to Native Title matters, Council has been advised that the Native Title Registrar will be commencing notification of the non-claimant application for Lots 1 and 2 in DP 1311599 (parts of Carss Bush Park) between 20 July and 29 October 2025. **09 Oct 2025 2:41pm Manos, Katerina** In Progress, (a) - (b) A report to exhibit the draft Plan of Management (PoM) and Master Plan was presented and endorsed by the Environment and Planning Committee and Council in May 2025, subject to Crown consent. The PoM and Master Plan were referred to Crown Lands in May 2025. Council is working on initial feedback from Crown. , (c) Noted , (d) To be undertaken as part of the Public Exhibition of the draft PoM and Master Plan., (e) A parallel process for the Native Title work on the Crown Lands parcels is also underway. The exhibition of the non-claimant application is underway until October end 2025. **05 Nov 2025 4:03pm Oste, Luke**

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					In Progress, (a) The Draft PoM and Master Plan were on exhibition from 5 November - 17 December 2025., (b) - (c) The PoM and Master Plan were referred to Crown Lands in May 2025. Crown Lands approved Council to commence the public exhibition on 16 October 2025., (d) A public hearing was held on 25 November 2025., (e) A parallel process for the Native Title work on the Crown Lands parcels is also underway. The exhibition of the non-claimant application is underway until October end 2025. **01 Apr 2026 4:08pm Qin, Anne** In Progress , a) THe Draft Carss Bush Park and Todd Park Plan of Management and Master Plan was exhibited from 5 November to 17 December 2025, including a drop-in session on 22 November. , b) - c) The Plan of Management (PoM) and Master Plan were referred to Crown Lands in May 2025. Consent received in October 2025. , d) A public hearing was held on 25 November 2025. , e) A parallel process for the Native Title work on the Crown Lands parcels has been underway since 2024. The next steps are: , Adoption of the PoM , Lodgement of a Notice of Discontinuance with the Federal Court to allow the Court to make a final determination. , The outcomes of public exhibition and the draft PoM and Master Plan are reported to Council's Environment and Planning Committee seeking endorsement for adoption.
Council Meeting 26/05/2025	**26/05/2025**	**NM039-25**	**Derby Street Car Park, Kogarah**	That Council commence work to explore the implementation of a subsidised parking scheme at the Derby Street Carpark, Kogarah, to allow health workers to park at no cost between non busy periods of 6:00am and 9:00am on weekdays.	**29 Sep 2025 3:46pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 28 July 2025 to 30 December 2025 - In progress - usage rates for all car parks currently review. Report to follow. **02 Feb 2026 5:48pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 30 December 2025 to 26 March 2027 - To be considered after conclusion 12 month trial for police parking at Greenbank Street Car Park Hurstville.
Council Meeting 26/05/2025	**26/05/2025**	**NM041-25**	**Support for Hurstville Zagreb FC: Facility and Field Improvements at Carss Park**	That Council, as part of the 2025/26 Budget process, consider the following actions to support Hurstville Zagreb Football Club at Carss Park: (i) A short-term solution to address immediate storage needs. (ii) A commitment to maintaining the fields commencing from the next off-season, with feasibility investigations to begin immediately. (iii) An immediate plan to replace the current facilities with modern, up-to-date infrastructure consistent with the standards of surrounding parks.	**29 Jan 2026 4:06pm Tomarchio, Shannon** (i) Council Officers have liaised with the sporting club to determine short-term storage options. Options are limited until the upgrade of the sporting amenities (see iii below). Completed. (ii) Since August 2025, Council's newly formed City Sports Maintenance Team continues to implement a turf management program at Carss Park Flats. This ongoing program is focused on preserving the quality, safety, and playability of the sports surface, ensuring it meets the standards required for community recreation and sporting activities. On 24 June 2025, Council adopted the 4-year Capital Works Program 2025/26 which included the improvement of the playing surface at Carss Park Flats. Completed. (iii) Council is currently developing the Master plan and Plan of management for Carss Park/Todd park, which is the foundational planning document for an upgrade/ renewal. Once adopted, the schedule of design for the sporting amenities at Carss Park Flats is within the Council adopted the 4-year Capital Works Program 2025/26. On 6 November 2025, Council Officers met with representatives of Hurstville Zagreb and Football St George Association to explain the above matters. In progress. **09 Mar 2026 9:34am Tomarchio, Shannon - Reallocation** Action reassigned to Lindsay, Samuel by Tomarchio, Shannon - Hi Sam, Margaret has advised tnhat this now sits with A&I. **13 Apr 2026 11:48am Lindsay, Samuel**

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					(i) Council Officers have liaised with the sporting club to determine short-term storage options. Options are limited until the upgrade of the sporting amenities (see iii below). Completed. (ii) Since August 2025, Council's newly formed City Sports Maintenance Team continues to implement a turf management program at Carss Park Flats. This ongoing program is focused on preserving the quality, safety, and playability of the sports surface, ensuring it meets the standards required for community recreation and sporting activities. On 24 June 2025, Council adopted the 4-year Capital Works Program 2025/26 which included the improvement of the playing surface at Carss Park Flats. Completed. (iii) Council is currently developing the Master plan and Plan of management for Carss Park/Todd park, which is the foundational planning document for an upgrade/ renewal. Once adopted, the schedule of design for the sporting amenities at Carss Park Flats is within the Council adopted the 4-year Capital Works Program 2025/26. On 6 November 2025, Council Officers met with representatives of Hurstville Zagreb and Football St George Association to explain the above matters. Masterplan is schedule to be presented to Council in April 2026.
Council Meeting 28/04/2025	**28/04/2025**	**NM028-25**	**Timothy Reserve - Safety and Amenity Issues**	That Council note 'Upgrade/Renewal of Outdoor Fitness Equipment' (NM013-25) was resolved in March 2025 relating to assets at Timothy Reserve and consider the following additional actions as part of the investigations for NM013-25:- (i) Investigate additional lighting at Timothy Reserve, demonstrating Council's commitment to public safety. (ii) Investigates opportunities for enhanced place making at Timothy Reserve, including but not limited to, Public Art, Place Naming, additional way finding, enhanced public amenity. (iii) Submit a budget bid for 2026/2027 financial year based on the investigation recommendations.	**03 Nov 2025 2:41pm Liu, Stephanie** In Progress, (i) Council officer will submit a budget bid for installation of additional lighting in FY26/27. , (ii) A new public art mural was installed on the southern fence of the reserve in September 2025. , Timothy Reserve is the current official name for this site. , Wayfinding signage appropriate for this site necuse of the park size and good sightline across this park., The public amenity block is in a servicable condition and has not been identified for renewal. , (iii) as per (i) **03 Feb 2026 10:21am Liu, Stephanie** In Progress, (i) Council has investigated new lighting at Timothy Reserve, further Timothy Reserve Masterplan noted additional lighting requirements for the park. A Capital Budget bid was prepared for lighting to the central walkway. This was submitted to the Project Review Committee; however, the project did not pass the 65% scoring threshold to be included in the 2026/27 financial year Capital Works Program., (ii) - New public art was installed in October 2025. Additional place naming is not applicable in this location; wayfinding was not required due to size and existing sightlines in the reserve. Public toilet renewal has not been identified on our priority building renewal list., (iii) - As per the outcome of (i) **10 Apr 2026 2:44pm Lindsay, Samuel** In Progress, (i) Council has investigated new lighting at Timothy Reserve, further Timothy Reserve Masterplan noted additional lighting requirements for the park. A Capital Budget bid was prepared for lighting to the central walkway. This was submitted to the Project Review Committee; however, the project did not pass the 65% scoring threshold to be included in the 2026/27 financial year Capital Works Program., (ii) - New public art was installed in October 2025. Additional place naming is not applicable in this location; wayfinding was not required due to size and existing sightlines in the reserve. Public toilet renewal has not been identified on our priority building renewal list., (iii) - As per the outcome of (i)
Council Meeting 28/04/2025	**28/04/2025**	**NM031-25**	**Off Leash Dog Park**	That Council: (i) Initiates a review of the Hogben Park Masterplan 2010 to ensure it reflects current community needs, environmental conditions, and the long-term strategy and vision for the park. (ii) Commences renewed community consultation as part of this review, with particular focus on the proposed dog park, fencing location, and accessibility. (iii) Commences consultation on the dog park being relocated to the empty spaces on the alternate areas of the park with higher ground.	**09 Dec 2025 11:56am Oste, Luke** In Progress , i) A budget allocation was secured at the November 2025 Council meeting. A consultant will be procured to draft the revised Master Plan in 2026., ii) - v) In Progress , A consultant will be procured to draft the revised Master Plan in 2026. **01 Apr 2026 4:01pm Qin, Anne** In Progress , i) In Progress , The RFQ for the review of the Hogben Master Plan closed on 24 February 2026, with 14 responses received. Responses have been reviewed and preparation of ii) - v) In Progress , The Master Plan will commence in April 2026 where parts ii) - v) will be addressed.

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				(iv) Pauses implementation of the proposed dog park and related infrastructure until the review and renewed consultation is complete and adopted by Council. (v) Provides ongoing updates including timelines to the community to ensure transparency and meaningful engagement throughout the process.	
Council Meeting 24/03/2025	**24/03/2025**	**NM013-25**	**Upgrade/Renewal of Outdoor Fitness Equipment**	(a) That Council investigates the upgrade and/or renewal of the existing outdoor fitness equipment and facilities at Timothy Reserve Park and Woodville Park, Hurstville for inclusion in a future Capital Works Program *in line with current Master Plan & Plan of Management.* (b) That these investigations consider, but are not limited to, the condition of the soft – fall ground at Timothy Reserve Park and the design and installation of new soft - fall ground at Woodville Park in line with current Master Plan & Plan of Management.	**03 Nov 2025 2:42pm Liu, Stephanie** In Progress, (a) A budget bid will be submitted for the renewal of Timothy Reserve fitness equipment. , Woodville Park fitness station is in a serviceable condition and is not due for renewal. This can be considered for future years pending the completion of the Woodville Park Spatial Framework., (b) Soft-fall is not a requirement for fitness stations (only for playgrounds). The ground pavement around the fitness stations at these sites will be subject to future design. **03 Feb 2026 9:59am Liu, Stephanie** In Progress, (a) Timothy Reserve outdoor fitness equipment was proposed to be upgraded and submitted to the Project Review Committee. This project did not pass the 65% scoring threshold for inclusion in the FY2026/27 program and will be considered in a future program of works, A Spatial Framework is currently being developed for Woodville Park which will address the request for a fitness station., (b) The installation of soft fall ground for fitness stations at both locations will be subject to future design and inclusion of projects in a future Capital Works Program. **10 Apr 2026 1:47pm Lindsay, Samuel** (a) Timothy Reserve outdoor fitness equipment was proposed to be upgraded and submitted to the Project Review Committee. This project did not pass the 65% scoring threshold for inclusion in the FY2026/27 program and will be considered in a future program of works, A Spatial Framework is currently being developed for Woodville Park which will address the request for a fitness station., (b) The installation of soft fall ground for fitness stations at both locations will be subject to future design and inclusion of projects in a future Capital Works Program.
Council Meeting 24/03/2025	**24/03/2025**	**NM016-25**	**Beautification of Mortdale Streetscape**	(a) That Council includes a budget bid in the 2025/26 budget for streetscape enhancements in Mortdale Village, specifically: (i) Installing timber cladding on the concrete seating surrounding the large trees at Morts Road and Pitt Street and Morts Road and Macquarie Place intersections to improve comfort and aesthetics. (ii) Introducing additional greenery through planter boxes and trees in suitable locations, including outside Chemist Warehouse on Cook Street, to mitigate the identified heat spot and enhance the urban canopy. (iii) Investigating the installation of appropriate bench seating adjacent to the pedestrian crossing on Cook Street at Morts Road to support pedestrian amenity. (iv) Installing street tree lighting to activate the centre and improve nighttime vibrancy and safety. (v) Installing Christmas lighting and decorations for Christmas 2025 to create a festive atmosphere and support local businesses. (vi) Removing or replacing the existing tree stump to improve aesthetics and pedestrian accessibility. (vii) Investigating alternative bollard designs to replace the existing silver bollards, which currently reflect sunlight into vehicles and pedestrian pathways, creating a safety hazard. (b) That, should a budget bid be supported in the 2025/2026 budget, a report is provided to Council outlining the feasibility, cost estimates and implementation timeline for these enhancements.	**06 Feb 2026 5:48pm Lindsay, Samuel** Recent upgrades include additional street tree lighting and Christmas lighting and decorations installed in December 2025. Bench seating is scheduled for installation in April 2026. Further upgrades are still ongoing and subject to appropriate funding.

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Council Meeting 24/03/2025	**24/03/2025**	**NM018-25**	**E-bikes and E-scooters**	(a) That Council conducts a publicity campaign via its website, print and social media channels in order to heighten awareness about the safety risks arising from, and the legal issues governing, the use of e-scooters and e-bikes, to incorporate: (i) The current legal constraints around operating these devices in public spaces such as roads, footpaths, parks and carparks, to include speed limits and helmet-wearing; and (ii) Information about the safety risks involved with the use of associated batteries and battery chargers, to cover safe methods of disposal of these items. (b) That the General Manager writes to the relevant NSW State Government Departments requesting an update on the e-scooter trials. (c) Once the General Manager receives a response, a further report be provided to Council highlighting the feedback and results of the e-scooter trial in order for Council to determine next steps for the local government area.	**14 Aug 2025 1:53pm Paraskevopoulos, Nickie - Target Date Revision** Target date changed by Paraskevopoulos, Nickie from 01 September 2025 to 01 September 2025 - (a) has been achieved by developing GRC assets for social media posts, community engagement via social media commentary, re-sharing assets from NSW Road Safety on social media and a GRC website page for further community information. (b) the General Manager has written to the relevant State Government Departments and Ministers requesting feedback on GRC's e-scooter trial. (c) Council has not recieved a response as of June 2025. **06 Feb 2026 5:44pm Lindsay, Samuel** (a) Completed - assets for social media posts, community engagement via social media commentary, re-sharing assets from NSW Road Safety on social media and a GRC website page for further community information., (b) Completed - The General Manager has written to the relevant State Government Departments and Ministers requesting feedback on GRC's e-scooter trial., (c) The General Manager received a response from the State Government in September 2025. Noting "a further report be provided to Council highlighting the feedback and results of the e-scooter trial in order for Council to determine next steps for the local government area". Currently TfNSW is drafting new legislation to be presented to State Parliament. **10 Apr 2026 2:42pm Lindsay, Samuel** (a) Completed - assets for social media posts, community engagement via social media commentary, re-sharing assets from NSW Road Safety on social media and a GRC website page for further community information., (b) Completed - The General Manager has written to the relevant State Government Departments and Ministers requesting feedback on GRC's e-scooter trial., (c) The General Manager received a response from the State Government in September 2025. Noting "a further report be provided to Council highlighting the feedback and results of the e-scooter trial in order for Council to determine next steps for the local government area". Currently TfNSW is drafting new legislation to be presented to State Parliament.
Council Meeting 24/03/2025	**24/03/2025**	**NM019-25**	**Investigation of Parking on Bembridge and surrounding Streets in Carlton and Kogarah**	That Council: (i) Considers a budget bid of $10,000 in the 2025/2026 operating budget to conduct a comprehensive parking assessment of Bembridge Street, Carlton to reconfigure parking to increase capacity. The assessment should consider: a. key factors and constraints in accordance with relevant standards and guidelines, namely AS2890.5:2020 Parking Facilities – Part 5: On-street Parking, and the NSW Road Rules b. the length of parking spaces, required safety buffer zones, minimum lane widths required to accommodate reconfiguration, necessary clearances from intersections and driveways, sightlines, and traffic volumes (ii) Provide a report to a future Georges River Traffic Advisory Committee for consideration on the outcome of the assessment, should a budget bid be supported	**06 Feb 2026 8:55am Lindsay, Samuel** i) The investigation in relation to item (a) and (b) will be undertaken internally by Council officers. No budget bid is required. The works will be delivered as part of TfNSW Traffic Facility Grant., ii). A report on the findings will be presented to a future Local Transport Forum. **10 Apr 2026 2:42pm Lindsay, Samuel** i) The investigation in relation to item (a) and (b) will be undertaken internally by Council officers. No budget bid is required. The works will be delivered as part of TfNSW Traffic Facility Grant., ii). A report on the findings will be presented to a future Local Transport Forum.
Council Meeting 24/03/2025	**24/03/2025**	**NM021-25**	**Installation of a Safety fence on Railway Parade Allawah**	That Council: (i) Allocate funding in the 2025-2026 financial year for the installation of a safety railing or barrier on Railway Parade at the intersection of Lily Street and Elizabeth Street, Allawah, to enhance pedestrian and resident safety outside local cafes and businesses. (ii) Prioritises this installation as a matter of urgency in the 2025-2026 financial year due to the significant safety risks posed to the community. (iii) Request the General Manager to report back to the elected Council with a clear timeline for the completion of these works in the 2025-2026 financial year.	**03 Nov 2025 2:42pm Liu, Stephanie** In Progress, (a) Investigation in progress, (b) Pending part (a) **09 Feb 2026 12:55pm McGrath, Rachelle** Investigation in progress and result will be reported back to Council upon completion. **10 Apr 2026 2:43pm Lindsay, Samuel** Investigations in this location have been completed, and outcomes will be reported back to Council. **14 Apr 2026 11:41am Lindsay, Samuel - Target Date Revision**

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				That the General Manager: (i) Investigate the demand and feasibility of the installation of a safety fence at Railway Parade at the intersection of Lily Street, and Elizabeth Street in Allawah. (ii) Provide a report back to Council once the investigation is completed.	Target date changed by Lindsay, Samuel from 30 December 2025 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 24/02/2025	**24/02/2025**	**ASS005-25**	**Oatley Park Baths Amenities Building Upgrades**	(a) That the report outlining the design options and costings for the Oatley Baths Amenities Building Upgrades is received and noted. (b) That a future budget bid for the detailed design of the Oatley Park Baths Promenade, Seawall, Wharf, Swimming Area and Amenities Building, known as the Oatley Park Baths Precinct, be included in the 2026-2027 Capital Works Program.	**03 Nov 2025 2:43pm Liu, Stephanie** In Progress , (a) Noted , (b) In Progress - budget bid will be submitted for 2026/27 financial year for a detailed design and then staged construction. **06 Feb 2026 6:10pm Lindsay, Samuel** (a) Noted , (b) In Progress - budget bid has been submitted for 2026/27 financial year for a detailed design and then staged construction. Currently awaiting adoption of the budget to confirm inclusion. **10 Apr 2026 2:18pm Lindsay, Samuel** (a) Noted , (b) In Progress - budget bid has been submitted for 2026/27 financial year for a detailed design and then staged construction. Currently awaiting adoption of the budget to confirm inclusion. **14 Apr 2026 11:34am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 01 April 2026 to 30 June 2026 - Subject to Capital Works Program being adopted
Council Meeting 24/02/2025	**24/02/2025**	**NM008-25**	**Lack of Open Green Space in the Kogarah Town Centre**	That Council: (a) Note a lack of open green space in the Kogarah town centre. (b) Begin a feasibility study for use of Section 7.11 Developer Contributions to buy back land in the Kogarah town centre for open, green space. (c) Consider the outcome of this feasibility study in the formulation of the Kogarah town centre masterplan.	**05 Nov 2025 4:24pm Oste, Luke** In Progress, (a) - (c) Noted. The Kogarah Strategic Centre Master Plan is underway. Preliminary community consultation on the draft vision and urban design principles was held from 28 May to 16 June 2025, with community workshops held in June 2025. A Councillor briefing on the vision and engagement outcomes was held in July 2025. A draft Master Plan package has been received. A report to the Environment and Planning Committee will be tabled in early 2026. **01 Apr 2026 4:06pm Qin, Anne** In Progress , a) Noted, b) In Progress , The Kogarah Strategic Centre Master Plan is currently underway and includes considerations to identify open space for acquisition. Preliminary community consultation on the draft vision and urban design principles was held from 28 May to 16 June 2025, including community workshops held in June 2025. , c) In Progress , The draft Master Plan is under preparation and will be reported to Council seeking endorsement to exhibit in the coming months.
Council Meeting 24/02/2025	**24/02/2025**	**NM009-25**	**Investigate the installation of a bus shelter on the corner of Gold and Castle Streets Blakehurst**	Further to Council's audit of bus stops/shelters in September 2023, that Council investigates the installation of a bus shelter on the corner of Gold and Castle Streets Blakehurst.	**27 Aug 2025 4:17pm McGrath, Rachelle** In Progress, A review of the audit is underway. **06 Feb 2026 2:43pm Lindsay, Samuel** Council engaged consultant to develop bus shelter prioritisation list, this also identified non-DDA compliant bus stops. Based on available funding Council has developed a program of works to install concrete pads at 30 bus stops across the LGA based on available resources and funding. **10 Apr 2026 2:32pm Lindsay, Samuel** Council engaged consultant to develop bus shelter prioritisation list, this also identified non-DDA compliant bus stops. Based on available funding Council has developed a program of works to install concrete pads at 30 bus stops across the LGA based on available resources and funding., The installation of a bus shelter will be subject to available funding. Council is progressing with the installation of a DDA compliant concrete pad at this location.
Council Meeting 24/02/2025	**24/02/2025**	**NM010-25**	**Playground Equipment and Facilities at Stuart Park Blakehurst**	(a) That Council investigates an upgrade and/or renewal of the current playground equipment and facilities at Stuart Park Blakehurst for inclusion in a future Capital Works Program. (b) Council reviews the current landscaping to provide improved site lines into the park to support community safety.	**03 Nov 2025 2:43pm Liu, Stephanie**

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					In Progress, (a) Council have inspected the assets on site and based on current data, including the September Safety Audit Report, Stuart Park playground is in a servicable condition with some minor repairs due within the next 12 months. This playground is not on the priority list for renewal. , (b) Council officers have completed pruning of shrubs within the park and around the playground in August/September 2025. Further tree pruning is planned for November 2025, weather permitting. , An operational budget bid will be put in for broader pruning and clearing of unwanted shrubs in an effort to improve sightlines. **03 Feb 2026 9:57am Liu, Stephanie** In Progress, (a) Upgrade/renewal of the playground has been considered in the current 4-year program; however,currently, there are higher priority playground renewals identified in the 4 year program. Council is currently developing a Playspace Strategy which will inform Council of future plans for Stuart Park playground., (b) Works have been completed in late 2025 to make improvements. Ongoing assessments are being undertaken to determine if further works are required. **10 Apr 2026 12:27pm Lindsay, Samuel** (a) Upgrade/renewal of the playground has been considered in the current 4-year program; however, it has been identified as low priority infrastructure. Council is currently developing a Playspace Strategy which will inform Council of future plans for Stuart Park playground., (b) Works have been completed in late 2025 to make improvements. Ongoing assessments are being undertaken to determine if further works are required. **14 Apr 2026 11:44am Lindsay, Samuel - Target Date Revision** Target date changed by Lindsay, Samuel from 01 April 2026 to 30 December 2026 - New target date due to new staff starting in Assets & Traffic Team
Council Meeting 16/12/2024	**16/12/2024**	**NM102-24**	**Council Verges**	(a) That the General Manager develops a Verge Management Policy: i. To include a comprehensive approach that outlines responsibilities in managing and maintaining street verges across the local government area (LGA). ii. To address factors such as, but not limited to: a. The size and location of verges. b. Difficulty factors such as exposed tree roots, steep inclines, and high traffic areas. c. Environmental considerations, including the suitability of native plantings and water conservation practices. d. Other relevant policies and programs, such as the Verge Garden Program. iii. To ensure feedback from residents, stakeholders, and experts in environmental sustainability, such as Oatley Flora and Fauna, are considered and incorporated. (b) That an update is provided in the next appropriate Council Newsletter: i. To ensure a summary of the actions taken in relation items (a)i, ii and iii of this Notice of Motion are included to inform residents of the LGA. ii. To highlight any upcoming opportunities for residents to provide feedback or participate in consultation about verge maintenance in their areas. (c) That the General Manager provide a future report to the February 2025 Council Meeting to identify whether Council can maintain the large verge on Seaforth Avenue off Gungah Bay Road, Oatley.	**30 Mar 2026 1:51pm Spinola, Mitchel** IN PROGRESS, (a) In progress. To be reported to the May 2026 A&I Committee Meeting., (b) In progress., (c) Report adopted at the 24 February 2025 Council Meeting. See CCL003-25 / ASS004-25.
Council Meeting 25/11/2024	**25/11/2024**	**CCL086-24**	**NM081-24 Reconstruction of new Facility at Carss Park - Options for funding**	(a) That Council approve the following funding strategies, in order of preference, to contribute $10 million toward the construction of the Carss Park Aquatic Facility, acknowledging the need for contingency measures if operating surpluses are not achieved: i. Commit to achieving operating surpluses of between $2-3 million in the financial years 2025/26, 2026/27, and 2027/28 as the preferred method to fund the capital contribution without affecting other programs or services.	**14 Oct 2025 12:55pm Parker, Danielle**

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				ii. If operating surpluses are insufficient: a. Redirect $3.3 million annually from the capital program to ensure funding flexibility while safeguarding high-priority projects. b. If high-priority capital projects cannot be deferred, utilise minor asset disposal as a contingency to secure the necessary funds, minimising the impact on Council's broader financial position. iii. Note that the 2025 Local Infrastructure Contributions Plan Review, upon completion, may result in a portion of funding being eligible for the aquatic facility or reimbursement to alternate funding sources in the second and third years of the contribution period. (b) That Council approve capping the total proposed contribution to the Carss Park Aquatic Facility at $17.5 million, comprising $500,000 for plans and studies undertaken, $7 million for demolition and remediation undertaken, and a proposed construction contribution of $10 million. (c) That Council establish a 'Carss Park Aquatic Facility Construction Contribution Reserve' to isolate any above-budget surplus unrestricted cash. (d) That the General Manager undertake the following actions to ensure compliance with the Office of Local Government (OLG) Capital Expenditure Guidelines: i. Write to the NSW Government Office of Sport requesting a copy of the finalised business case. ii. Notify the OLG of the capped contribution of $17.5 million towards the Carss Park Aquatic Facility iii. Undertake community consultation on the contents of this report for a period of not less than 42-days (due to the Christmas closedown), with the outcomes reported back to Council at the February 2025 Ordinary Meeting of Council. (e) That the General Manager communicate the outcomes of this report presented to the February 2025 Ordinary Meeting of Council to the NSW Government, Office of Sport and seek a commitment that a Memorandum of Understanding (MoU) is finalised and agreed to by both parties prior to Council providing funding to the construction of the Carss Park Aquatic Facility. (f) That Council note the projected ongoing operating, depreciation, and maintenance costs for the proposed Carss Park Aquatic Facility and the requirement to resolve this in the Long-Term Financial Plan in 2025/26. (g) That Council notes its obligation under Section 8b of the Local Government Act, that Council spending should be responsible, sustainable, and focus on effective management, intergenerational equity, and balancing current costs with future impacts.	(a) In Progress - , i. Incorporated into the 2025/26 Budget Strategy and Capital Program Budget. , ii. As required ., iii. Project underway., (b) Completed - Cap has been applied and communicated in the community consultation and correspondence to the relevant NSW Government Departments, being Office of Local Government and the Office of Sport. , (c) Completed - Reserve established in the Quarterly Budget Review Statement for period ending 31 December 2024. , (d) Completed - All items reported to Council in the February 2025 (CCL010-25), (e) Complered - General Manager correspondence sent on 28 November 2024., (f) Recieve and Note - No Further Action Required , (g) Recieve and Note - No Further Action Required **24 Oct 2025 11:43am Parker, Danielle** (a) In Progress - , i. Funds transferred for 2024/25 into the reserve, incorporated into the 2025/26 Budget Strategy and Capital Program Budget, Incorporated into the 2026/27 Budget Project Plan , ii. As required ., iii. Project underway., (b) Completed - Cap has been applied and communicated in the community consultation and correspondence to the relevant NSW Government Departments, being Office of Local Government and the Office of Sport. , (c) Completed - Reserve established in the Quarterly Budget Review Statement for period ending 31 December 2024. , (d) Completed - All items reported to Council in the February 2025 (CCL010-25), (e) Complered - General Manager correspondence sent on 28 November 2024., (f) Recieve and Note - No Further Action Required , (g) Recieve and Note - No Further Action Required **06 Feb 2026 3:30pm Parker, Danielle** (a) In Progress - , i. Funds transferred for 2024/25 into the reserve, incorporated into the 2025/26 Budget Strategy and Capital Program Budget, Incorporated into the 2026/27 Budget Project Plan. If sucessfuly in 2025/26 and 2026/27 in achieving result, action will be closed, one year earlier. , ii. As required ., iii. Project underway., (b) Completed - Cap has been applied and communicated in the community consultation and correspondence to the relevant NSW Government Departments, being Office of Local Government and the Office of Sport. , (c) Completed - Reserve established in the Quarterly Budget Review Statement for period ending 31 December 2024. , (d) Completed - All items reported to Council in the February 2025 (CCL010-25), (e) Complered - General Manager correspondence sent on 28 November 2024., (f) Recieve and Note - No Further Action Required , (g) Recieve and Note - No Further Action Required
Council Meeting 25/11/2024	**25/11/2024**	**CCL091-24**	**T24/005 Operational Management Agreement Norm O'Neill Cricket Training Centre**	(a) That Council note the information provided within this report in relation to exploring options for repurposing the Norm O'Neill Cricket Training Centre facility. (b) That Council approve cessation of the negotiation process and note the reasons for an alternate approach to the market. (c) That Council endorse the seeking of expressions of interest from suitably experienced and qualified organisations. (d) That the General Manager is delegated authority to negotiate with the current operator to ensure interim operations continue while the expression of interest process is undertaken, and a long-term decision is finalised.	**12 Aug 2025 2:40pm Chand, Ally** (a) Completed - Correspondence issued to Tenderers re Council resolution 10 December 2024., (b) Completed - Correspondence issued to Tenderers re Council resolution 10 December 2024., (c) In Progress - Expression of interest released to market 8 July 2025, closing 18 August.Tender going to November Council meeting., (d) Completed - Correspondence issued to current operator 31 October 2025 to continue operations for further 12 months. **15 Oct 2025 5:06pm Chand, Ally - Target Date Revision** Target date changed by Chand, Ally from 02 December 2024 to 24 November 2025 - Updating due date to match previous comment provided for item (c). No further update. **04 Feb 2026 4:42pm Payne, Todd - Target Date Revision** Target date changed by Payne, Todd from 24 November 2025 to 28 February 2026 - Preparing contracts and inducting multiple contractors **04 Feb 2026 4:43pm Payne, Todd - Target Date Revision**

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					Target date changed by Payne, Todd from 28 February 2026 to 30 June 2026 - Previous update was incorrect. Revised date as Select Tender (stage 2) still in progress. **10 Apr 2026 10:52am Parker, Danielle** (a) Completed - Correspondence issued to Tenderers re Council resolution 10 December 2024., (b) Completed - Correspondence issued to Tenderers re Council resolution 10 December 2024., (c) In Progress - Select tender scope currently being prepared, working towards release end of April 2026, (d) Completed - Correspondence issued to current operator 31 October 2025 to continue operations for further 12 months.
Council Meeting 25/11/2024	**25/11/2024**	**COM054A-24**	**Review of the Management of Synthetic Turf Fields**	(a) That Council receive and note the outcome of the review conducted and detailed within this confidential report. (b) That Council approve the direction for the management of synthetic turf sport fields as outlined in this report for a trial period of two years. (c) That Council officers communicate Council's decision with relevant stakeholders. (d) That a future report is presented to Council to outline the results of the two-year trial period for the management of synthetic turf sport fields	**09 Apr 2026 5:08pm Bryant, Naomi** (a) No further action. - Completed. (b) Vanessa Street Multi-Courts are planned to transition to Council managed bookings from 1st July 2026. Council and Soccer De Brazil met in March 2026 to discuss the actions required to enable the transition and minimise disruption to hirers. - In Progress. , (c) No further action. - Completed., (d) Future report to be presented at the end of the two-year trial. - In Progress.
Council Meeting 25/11/2024	**25/11/2024**	**NM088-24**	**Support for Multi Sport Stadium in Beverly Hills**	(a) That Council consider an operational budget bid of $120,000 in the 2025/2026 budget for the development of a strategic and detailed business case for a multi-sport stadium in the local government area to accommodate the needs of the St George Basketball Association and other indoor sports. (b) That the business case assesses the feasibility of the best location for the stadium, based on the previously endorsed (ASS016-22) sites: the Johnny Warren Indoor Sports Centre, Penshurst and Tallawalla Reserve, Beverly Hills as well as any additional sites to be considered as a result of the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS). (c) That Council apply for any grant funding opportunities that may arise to fund the strategic and detailed business case including liaising with Basketball NSW to finalise a funding agreement for a financial contribution towards the project. (d) Whilst the planning phase of the project is underway, Council officers apply for any state or federal grants that will assist towards the capital construction costs. (e) That Council acknowledge the letter of intent from Basketball NSW tabled at the 25 November Council meeting to make a financial contribution to the project.	**08 Apr 2026 4:58pm Bryant, Naomi** (a) Completed., (b) The Request for Quotation (RFQ) for an Indoor Multisport Stadium Feasibility Study and Business Case closed on 28 January 2026. Council officers have undertaken an assessment of the submissions, and a report will be submitted to the April Council meeting providing an update on the RFQ - In Progress. , (c) Council and Basketball NSW will seek grant funding opportunities following the completion of the strategic and detailed business case. Basketball NSW and Council have signed the funding agreement for Basketball NSW's $60,0000 financial contribution towards the project on 9 October 2025. - In Progress. , (d) Not started. - In Progress. , (e) Completed.
Council Meeting 25/11/2024	**25/11/2024**	**NM095-24**	**Traffic Study - Park Road Carlton**	(a) That Council undertake a traffic study on Park Road, Carlton, adjacent to St Cuthberts Church, to explore options for improving pedestrian safety and accessibility. (b) That the outcome of the traffic study be reported to the Georges River Local Traffic Committee for consideration. (c) That Council considers an operational budget bid in the 2025/2026 budget in order to undertake this study.	**03 Nov 2025 2:46pm Liu, Stephanie** In Progress, (a) Study not commenced but is scheduled for 2025/26 financial year. Site line marked in December 2024. , (b) Pending (a), (c) Completd Draft budget identifying this work for 2025/26. **10 Apr 2026 2:59pm Lindsay, Samuel** (a) Traffic study is underway with a final report expected in May 2026., (b) Pending (a), (c) Completd Draft budget identifying this work for 2025/26.
Council Meeting 25/11/2024	**25/11/2024**	**NM097-24**	**Recreational Infrastructure - Anglo Square Park, Carlton**	That a future report is provided to Council; i. detailing permitted works that can take place at Anglo Square Park in Carlton ii. that outlines the scope of a feasibility study and community consultation plan to determine any future recreational infrastructure upgrades, including consideration of a basketball half-court in the park. iii. outlining estimated costs required to undertake the feasibility study and community consultation	**22 Oct 2025 10:32am Paraskevopoulos, Nickie** Allocated to Assets and Infrastucture for review. **04 Feb 2026 5:11pm Lindsay, Samuel** Council does not currently own Anglo Square. Council's Strategic Property team reported to Council in September 2025 that they're in the legal process to formally transfer this open space to Georges River Council. Any further action on this request is pending this being formalised. **10 Apr 2026 12:27pm Lindsay, Samuel** Council does not own Anglo Square. Council's Strategic Property team reported to Council in September 2025 that they're in the legal process to formally transfer this open space to Georges River Council. Any further action on this request is pending this being formalised.

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Council Meeting 25/11/2024	**25/11/2024**	**NM099-24**	**Tree Management Policy Review**	That the Director of Assets and Infrastructure initiates a review of the Tree Management Policy to address ongoing concerns relating to the impact of Tallowwood trees on residents, private property, and Council infrastructure.	**29 Jan 2026 3:33pm Spinola, Mitchel** IN PROGRESS, A service review of Council's Tree Management service is scheduled for the third and fourth quarter of 2025/26. Updating Council's Tree Management Policy is a key focus area of this review and will include the maintenance and management of the tree species identified in this resolution as well as all trees, and tree related issues identified as risks to Council and significant community concerns. An updated Tree Management Policy will be presented to Council in the 2nd half of 2026 following this review.
Council Meeting 9/09/2024	**9/09/2024**	**NM082-24**	**Tree Management Policy - Ibis Infestation**	That the Council update the Tree Management Policy to incorporate a new provision addressing Ibis infestations. This provision should allow for appropriate actions to help mitigate and discourage Ibis nesting in affected areas.	**30 Mar 2026 1:50pm Spinola, Mitchel** IN PROGRESS, An Ibis Management Procedure has been developed, outside of the Tree Management Policy review and is to be presented to Council in the 2nd half of 2026 following the Tree Service Review currently scheduled for the third and fourth quarters of 2026. **30 Mar 2026 3:39pm Spinola, Mitchel - Target Date Revision** Target date changed by Spinola, Mitchel from 30 April 2026 to 30 October 2026 - To be presented to Council in the 2nd half of 2026 following the Tree Service Review currently scheduled for the third and fourth quarters of 2026.
Council Meeting 26/08/2024	**26/08/2024**	**NM075-24**	**Enhancing Parking Management in Hillcrest Avenue, Hurstville**	(a) That Council investigates the current parking conditions along Hillcrest Avenue, Hurstville, between Woniora Road and Alma Street. This investigation will assess proposed improvements to lessen the impact of illegal parking on residents, including, but not limited to: (i) Implementing morning Clearways on both sides of Hillcrest Avenue. (ii) Expanding the Residential Parking Permit Area, which currently covers all neighbouring streets, to include Hillcrest Avenue. (iii) Installing line markings on both sides of Hillcrest Avenue to clearly delineate parking zones and prevent vehicles from obstructing residential driveway access. (b) That any recommendations arising from the investigation will be reported to a future Georges River Council Traffic Advisory Committee for consideration.	**03 Nov 2025 2:46pm Liu, Stephanie** In Progress, (a) Investigation in Progress, including consideration of items (i)-(iii)., (b) Once investigation is complete, a report will be presented to the Local Transport Forum in December 2025 for consideration. **06 Feb 2026 5:36pm Lindsay, Samuel** a) Investigation in Progress, including consideration of items (i)-(iii)., Community consultation is currently being undertaken for the expansion of the exsting residential parking permit area., b) A report will be presented to the Local Transport Forum in April 2026. **10 Apr 2026 2:53pm Lindsay, Samuel** a) Investigation in Progress, including consideration of items (i)-(iii)., Community consultation is currently being undertaken for the expansion of the exsting residential parking permit area., b) A report will be presented to the Local Transport Forum in April 2026.
Council Meeting 26/08/2024	**26/08/2024**	**NM076-24**	**Traffic Matters - Peakhurst**	(a) That Council investigates the following issues raised by residents in Hearne Street, Barry Street, Anderson Road, Blackshaw Avenue, Oates Road, Zela St, and Kendall St in Peakhurst/Mortdale: (i) Car speeding and burnouts (ii) Truck activities occurring very early in the morning and late at night (iii) Noise disturbances from a gym playing loud music (iv) Lack of street lighting (v) Lack of footpaths (b) That any recommendations arising from this investigation are reported to Council, through the Traffic Advisory Committee as required, for future action. These actions may include: (i) Installing speed calming measures such as speed humps and increased signage to deter speeding and burnouts. (ii) Implementing and monitoring restrictions on truck activities during early morning and late-night hours to reduce noise and disturbance. (iii) Engaging with the gym management and other relevant businesses to ensure compliance with noise regulations and consider soundproofing measures. (iv) Work closely with enforcement such as the Local Police to help ensure local businesses are complying. (v) Increasing the number of streetlights in the affected areas to improve safety and visibility.	**03 Nov 2025 2:47pm Liu, Stephanie** In Progress, (a) Investigation In Progress to include (i)-(v) , (b) Once investigation is complete, a report will be presented to a Local Transport Forum in November 2025, with recommendations and including consideration of items (i) to (vi). **04 Feb 2026 5:10pm Lindsay, Samuel** In Progress, (a) Investigation In Progress to include (i)-(v) , (b) Once investigation is complete, a report will be presented to the Local Transport Forum, with recommendations and including consideration of items (i) to (vi). **10 Apr 2026 2:54pm Lindsay, Samuel** (a) Inital investigation works have been completed, with further analysis still in progress to include (i)-(v) , (b) Once investigation is complete, a report will be presented to the Local Transport Forum, with recommendations and including consideration of items (i) to (vi).

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				(vi) Planning and constructing footpaths where needed to ensure pedestrian safety and accessibility.	
Council Meeting 26/08/2024	**26/08/2024**	**NM078-24**	**Narwee Shopping Centre Economic Activation**	That Council develops a plan that includes opportunities to collaborate with Narwee Public School, local businesses and Canterbury-Bankstown Council to explore joint initiatives for economic activation. The plan could include but not limited to: (i) Strategies to attract and support local businesses, including façade improvements and economic incentives. (ii) Community engagement activities and events to increase foot traffic and foster a sense of community. (iii) Trialling markets and other pop-up events to bring more visitors to the area and provide a platform for local producers, small businesses and artisans.	**14 Aug 2025 1:57pm Paraskevopoulos, Nickie - Target Date Revision** Target date changed by Paraskevopoulos, Nickie from 01 September 2025 to 01 September 2025 - " The City Futures team will deliver a new Economic Development Strategy (EDS) in 2025. The EDS will include a comprehensive approach to activate and support businesses in local centres across the LGA, including Narwee. " **02 Feb 2026 5:45pm Stroud, Kent - Reallocation** Action reassigned to Lindsay, Samuel by Stroud, Kent - This is an Assets and Traffic item. **06 Feb 2026 6:09pm Lindsay, Samuel** The City Futures team will deliver a new Economic Development Strategy (EDS) in 2025. The EDS will include a comprehensive approach to activate and support businesses in local centres across the LGA, including Narwee., Assets & Infrastructure is currently working with Canterbury-Bankstown Council and exploring public domain improvements that can assist in revitalising this area. **10 Apr 2026 2:15pm Lindsay, Samuel** The City Futures team will deliver a new Economic Development Strategy (EDS) in 2025. The EDS will include a comprehensive approach to activate and support businesses in local centres across the LGA, including Narwee., Assets & Infrastructure is currently working with Canterbury-Bankstown Council and exploring public domain improvements that can assist in revitalising this area.
Council Meeting 22/07/2024	**22/07/2024**	**ENV030-24**	**Endorsement of Additional and Diverse Housing Planning Proposal for Gateway Determination**	(a) That Council endorse Planning Proposal No. 2024/0004 (Additional and Diverse Housing Planning Proposal), to amend the *Georges River Local Environmental Plan (GRLEP) 2021*, be forwarded to the Department of Planning, Housing and Infrastructure (DPHI) for a Gateway Determination under Section 3.34 of the *Environmental Planning and Assessment Act 1979,* with Council seeking a deferral to the DPHI's *Low and Mid-Rise Housing* proposal. (b) That Council endorse the content of the Planning Proposal as listed in the **Table of Amendments** within the body of this Report. (c) That the Director Environment and Planning be authorised to make minor editorial amendments to the Planning Proposal as required throughout the reporting process. (d) That Council note this Planning Proposal incorporates the amendments proposed by the Biodiversity, Character and FSPA Planning Proposal (PP2024/0002) to implement the *Georges River Biodiversity Study* and *Foreshore Scenic Character Study*. (e) That Council endorse to publicly exhibit the Planning Proposal in accordance with the terms of the Gateway Determination issued by the DPHI in accordance with Council's *Community Engagement Strategy*. (f) That Council identify additional R3 Medium Density Residential and R4 High Density Residential Zones in its review of the Georges River Local Strategic Planning Statement in accordance with the recommendation of the Georges River Local Planning Panel.	**06 Aug 2025 10:49am Allen, Leanne - Reallocation** In Progress , (a) - (e) Council resolved on 27 May 2024 to prepare the Additional and Diverse Housing Planning Proposal. At the meeting held on 22 July 2024, Council endorsed the Planning Proposal to DPHI for a Gateway Determination. In November 2024, the Planning Proposal was consolidated with the Biodiversity, Character and FSPA Planning Proposal in response to DPHI's request for ease of assessment. The consolidated Planning Proposal is known as the Integrated Planning Proposal. A Gateway Determination was issued for the Integrated Planning Proposal on 24 March 2025. Council at its meeting held on 28 April 2025 resolved to resubmit the subject Planning Proposal as a new planning proposal for a Gateway Determination (PP2024/0004). Council also resolved to request to DPHI to reconsider its decision and support the Planning Proposal as a viable and appropriate replacement for the NSW Government's Low and Mid-Rise Housing Policy. The Additional and Diverse Housing Planning Proposal was resubmitted for a Gateway Determination on 21 May 2025., (f) Noted, work on the review of the LSPS is yet to commence. **09 Oct 2025 1:45pm Manos, Katerina**

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						In Progress, (a) - (e) Council at its meeting on 28 April 2025 resolved to resubmit the Additional and Diverse Housing Planning Proposal as a new Planning Proposal for a Gateway Determination. Council also resolved to request to DPHI to reconsider its decision and support the Planning Proposal as a viable and appropriate replacement for the NSW Government's Low and Mid-Rise Housing Policy. The Planning Proposal was resubmitted for a Gateway Determination on 21 May 2025. On 6 August 2025, DPHI advised that the Planning Proposal is not supported as a replacement to the Low and Mid-Rise Housing Proposal, and provided a draft set of conditions requesting Council's response on the pathway forward. A Gateway Determination with Conditions was issued by DPHI for the resubmitted Planning Proposal on 12 September 2025. Recommendations for a way forward is anticipated to be reported to the Environment & Planning Committee Meeting in October 2025., (f) Noted. Work on the review of the LSPS is yet to commence – awaiting the updated Region Plan to be finalised by DPHI. **05 Nov 2025 4:13pm Oste, Luke** In Progress, (a) - (e) Council at its meeting on 28 April 2025 resolved to resubmit the Additional and Diverse Housing Planning Proposal as a new Planning Proposal for a Gateway Determination. Council also resolved to request to DPHI to reconsider its decision and support the Planning Proposal as a viable and appropriate replacement for the NSW Government's Low and Mid-Rise Housing Policy. The Planning Proposal was resubmitted for a Gateway Determination on 21 May 2025. On 6 August 2025, DPHI advised that the Planning Proposal is not supported as a replacement to the Low and Mid-Rise Housing Proposal, and provided a draft set of conditions requesting Council's response on the pathway forward. A Gateway Determination with Conditions was issued by DPHI for the resubmitted Planning Proposal on 12 September 2025. Recommendations for a way forward was reported to the Environment & Planning Committee Meeting in October 2025. The Planning Proposal has now been formally withdrawn. , (f) Noted. Work on the review of the LSPS is yet to commence – awaiting the updated Region Plan to be finalised by DPHI. **01 Apr 2026 4:05pm Qin, Anne** (a)-(e) Completed - Council resolved not to proceed with the Planning Proposal on 27 October 2025. A letter requesting withdrawal was sent to DPHI on 11 November 2025, and an Alteration of Gateway Determination confirming not to proceed was received on 9 December 2025. , (f) On hold until LSPS review commences, subject to direction from the NSW Government.
Council Meeting 22/07/2024	**22/07/2024**	**NM066-24**	**Review of Lighting and Increased Lux Levels at Turf Sports Fields**	(a) (b)	That a review of sports lighting be undertaken to determine the Lux levels at all sports fields across the LGA that have lighting provisions. That a report be provided to the Sports Advisory Committee, and subsequently Council, identifying the feasibility and cost implications associated with upgrading or installing lighting at a number of fields to enable night (wet weather catch up) matches to be played.	**03 Feb 2026 10:36am Liu, Stephanie** In Progress, (a) Lux level review has been completed in June 2025 for 19 natural turf sports field sites. 4 out of 19 sites reviewed have fields meeting the compliant lighting level for training. The remaining sites will require upgrades ranging from minor to major capital works., (b) Engagement with the Sports Advisory Committee to occur in February 2026 identify suitable sites for night (wet weather catch up) matches to be played and development of priority matrix for consideration of a future works program. **04 Feb 2026 4:49pm Lindsay, Samuel** (a) lux level review has been completed in June 2025 for 19 natural turf sports field sites. 4 out of 19 sites reviewed have fields meeting the compliant lighting level for training. The remaining sites will require upgrades ranging from minor to major capital works., (b) Engagement with the Sports Advisory Committee to occur in February identify suitable sites for night (wet weather catch up) matches to be played and development of priority matrix for consideration of a future works program. **10 Apr 2026 1:48pm Lindsay, Samuel**

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					(a) lux level review has been completed in June 2025 for 19 natural turf sports field sites. 4 out of 19 sites reviewed have fields meeting the compliant lighting level for training. The remaining sites will require upgrades ranging from minor to major capital works., (b) Engagement with the Sports Advisory Committee occured in February. We are progressing to broader community engagement to assist in developing a priority matrix that will assist in identifing suitable sites for night (wet weather catch up) matches to be played and development of a future works program.
Council Meeting 22/07/2024	**22/07/2024**	**NM067-24**	**Public Spaces Decorative Lighting**	That the General Manager prepares a report for Council that outlines lighting options to enhance streetscapes and village centres within the Georges River LGA. The report will include: (i) An exploration of ambient lighting solutions that consider WHS requirements, environmental impacts, maintenance and cost effectiveness. (ii) An analysis of potential village precincts that could benefit from ambient lighting. (iii) That Council officers submit a budget bid for consideration in the 2025/26 draft budget to implement the findings of the report and enhance lighting at select locations within the LGA. (iv) An exploration of how ambient lighting can support feelings and perceptions of community safety and community connection along high streets and the facilitation of increased night-time economy activities within village centres. (v) That Council promotes funding opportunities with Council and the State Government for local businesses to enhance their shopfronts and enhance their precinct with ambient lighting.	**03 Nov 2025 2:47pm Liu, Stephanie** In Progress, (i) In Progress, (ii) In Progress, (iii) Budget bid has been submitted for 2025/26, (iv) In Progress **10 Apr 2026 2:15pm Lindsay, Samuel** (i) - Development of Council's Creative Lighting Strategy report is in progress, (ii) - Development of Council's Creative Lighting Strategy report is in progress, (iii) - A budget bid for inclusion in the 2026/27 was submitted, however this was not successful in receiving Project Review Committee support., (iv) - Development of Council's Creative Lighting Strategy report is in progress, (v) - This matter is still ongoing and will be better guided by the Creative Lighting Strategy once adopted.
Council Meeting 24/06/2024	**24/06/2024**	**CCL027A-24**	**Property Matter - Proposed Reclassification and Sale of Part Moore Park, Beverley Park**	(a) That Council note the legal advice from Council's General Counsel in relation to this matter (Attachment 3). (b) That the General Manager, in accordance with Section 377(h) of the Local Government Act 1993, be authorised to execute the Contract for Sale, Transfer Document and all other documentation in this matter, to effect the disposal of part Lot 160 in DP19098, pursuant to the advice and terms provided within Attachment 4 of the report. (c) That prior to disposal, the subject part of Lot 160 in DP19098 (being approximately 330 square metres as shown in Attachment 1) be reclassified from Community to Operational land and any costs associated with the reclassification process are reimbursed by the purchaser. (d) That any monies derived from the proposed land sale be held in restricted reserve for the future embellishment or acquisition of public open space within any suburbs of the current Kogarah Bay Ward. (e) That any monies derived from the proposed land sale be made public within the relevant public document, after settlement takes place. (f) That owner's consent for any development application or planning proposal for Part Lot 160 in DP19098, does not form part of the Contract for Sale, noting that the sale will not fetter Council's discretionary powers as the local Consent Authority. (g) That if the counter offer is not accepted, other options outlined in this report from the legal advice received is communicated to the St George Leagues Club.	**05 Aug 2025 6:06pm Chand, Ally - Reallocation** Action reassigned to Morabito, Bernard by Chand, Ally - Assigning to responsible manager. **24 Sep 2025 2:35pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 01 October 2025 to 30 June 2026 - (a) Noted. (b) Noted, subject to reclassification process. (c) Reclassification from Community to Operational land in progress. (d) Noted, subject to b and c. (e) Noted. (f) Noted. (g) Completed. Offer accepted. **10 Apr 2026 10:34am Parker, Danielle** (a) Completed - Receive and Note - No Further Action Required, (b) Completed - Contract exchange occurred, (c) In Progress, (d) In Progress, (e) In Progress, (f) Completed , (g) Completed
Council Meeting 24/06/2024	**24/06/2024**	**NM053-24**	**Traffic Congestion in Hurstville CBD**	(a) That Council notes the concerns and issue of heavy traffic congestion throughout the Hurstville CBD on weekends, particularly around Westfield Hurstville. (b) That the General Manager write to Westfield Hurstville to communicate the congestion issues and confirm that appropriate traffic management plans and systems are in place for vehicles accessing the Westfield Hurstville Shopping Centre. (c) That a communication plan is developed and implemented to inform the local community of the appropriate areas for drop-off and pick-up along Ormonde Parade in the Hurstville CBD. (d) That Council officers submit an operational budget bid for consideration in the 2025/26 draft budget to undertake a traffic study in Hurstville CBD.	**24 Jun 2025 11:46am Liu, Stephanie** IN PROGRESS, (a) Noted, (b) Letter sent 23 August 2024 see D24/230663, (c) In Progress., (d) Completed Budget Bid submitted January 2025 , (e) Letter sent 23 August 2024 see D24/230662, (f) In Progress. **06 Feb 2026 2:30pm Lindsay, Samuel**

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				(e) That Council officers write to Transport for New South Wales to review the existing traffic signal movements at the intersection of Park Road and Queens Road, Hurstville. (f) That Council officers undertake an investigation to review the existing parking conditions along Forest Road, Hurstville between Park Road and The Avenue	(a) Noted., (b) Letter sent 23 August 2024., (c) Completed and approved 24 November 2025., (d) Completed - Budget Bid was submitted January 2025, (e) Letter sent 23 August 2024., (f) Council officers have undertaken further investigation including site inspection to assess the current traffic conditions along Forest Road between Park Road and The Avenue., Site observation indicates that motorists experience some delay and queue at this location during and outside peak hours due to closely space intersections adjacent Westfield within Hurstville Town Centre., Additional parking restriction outside peak hours and weekend will adversely impact on adjacent business customer to find on-street commercial parking close to the business., Due to significant impact on the business along Forest Road, at this stage it is not recommended to alter the current parking restrictions on the northern side of Forest Road between Park Road and The Avenue., Council will continue to monitor traffic conditions to all these locations to determine any changes are warranted in the future. **10 Apr 2026 2:46pm Lindsay, Samuel** (a) Noted., (b) Letter sent 23 August 2024., (c) Completed and approved 24 November 2025., (d) Completed - Budget Bid was submitted January 2025, (e) Letter sent 23 August 2024., (f) Council officers have undertaken further investigation including site inspection to assess the current traffic conditions along Forest Road between Park Road and The Avenue., Site observation indicates that motorists experience some delay and queue at this location during and outside peak hours due to closely space intersections adjacent Westfield within Hurstville Town Centre., Additional parking restriction outside peak hours and weekend will adversely impact on adjacent business customer to find on-street commercial parking close to the business., Due to significant impact on the business along Forest Road, at this stage it is not recommended to alter the current parking restrictions on the northern side of Forest Road between Park Road and The Avenue., Council will continue to monitor traffic conditions to all these locations to determine any changes are warranted in the future.
Council Meeting 27/05/2024	**27/05/2024**	**NM048-24**	**Traffic Study - Penshurst**	(a) That the General Manager conducts a traffic investigation to assess the existing traffic conditions at the intersections of: i. Penshurst Street, Penshurst Lane and Bridge Street, Penshurst; ii. Bridge Street and Connelly Street; and iii. Penshurst and Bridge Street (b) That a report be submitted to the Georges River Council Traffic Advisory Committee detailing the recommendations of the investigation, if required.	**02 Aug 2024 11:21am Liu, Stephanie** NOT COMMENCED, (a) This work has not been identified in the adopted 2024/25 Budget. Investigations are pending funding being allocated, including (i)-(iii)., (b) Pending (a). **24 Jun 2025 11:48am Liu, Stephanie** "Not Commenced , (a) This location has been included in the priority traffic study items for 25/26 pending Council approval , (b) Pending (a)." **04 Feb 2026 4:48pm Lindsay, Samuel** (a) Council has engaged a traffic consultant to undertake traffic study at the intersection of Penshurst Street, Penshurst Lane and Bridge Street, Penshurst. The traffic study which includes traffic modelling is currently underway with an aimed completion date in early April 2026., (b) Pending (a) **10 Apr 2026 2:46pm Lindsay, Samuel** (a) Council has engaged a traffic consultant to undertake traffic study at the intersection of Penshurst Street, Penshurst Lane and Bridge Street, Penshurst. The traffic study which includes traffic modelling is currently underway with an aimed completion date in early April 2026., (b) Pending (a)
Council Meeting 27/05/2024	**27/05/2024**	**NM050-24**	**Penshurst Town Centre Beautification**	(a) That the General Manager prepares a Public Domain Plan for streetscape and public safety enhancements for the Penshurst Town Centre that includes, but is not limited to the following: i. Improvements to existing pedestrian infrastructure.	**27 Aug 2025 4:12pm McGrath, Rachelle** "In Progress , (a) Consultation commenced 21 March 2025, and community consultation period completed on 17 April 2025. Council will consolidate feedback to prioritise and action plan.,

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				ii. Recognition of the suburb's heritage. iii. New infrastructure to further promote public safety, such as pedestrian crossings, street fencing and lighting. iv. Greenery as part of the streetscape. v. New or improved passive and active open spaces. vi. Improvements to the aesthetics of public buildings, gardens and spaces. vii. Suitable street furniture improvements and additions (b) That the General Manager provides details of maintenance and capital works that will be completed as part of the 2023/24 Delivery Program.	(b) Completed **22 Oct 2025 2:03pm Stroud, Kent - Target Date Revision** Target date changed by Stroud, Kent from 01 October 2025 to 01 December 2025 - A Draft Public Domain Plan will be completed by Dec 2025. The position leading this Plan was vacant for 9 months. **04 Feb 2026 4:45pm Lindsay, Samuel** (a) A Public Domain Masterplan is currently being developed. Officers are engaging with Transport for NSW (TfNSW) and internal stakeholders on the draft plans and are working towards community consultations on the proposal., (b) The PRC project proposal submitted for 2025/26 was unsuccessful as the masterplan has not yet been adopted. **10 Apr 2026 2:09pm Lindsay, Samuel** NM050-24, (a) A Public Domain Masterplan is currently in draft format. A report has been drafted to the April 2026 Council Meeting to take the draft plan to public exhibition stage., (b) The PRC project proposal submitted for 2025/26 was unsuccessful as the masterplan has not yet been adopted.
Council Meeting 22/04/2024	**22/04/2024**	**ASS008-24**	**Olds Park Field Three Perimeter Fence**	(a) That Council receive and note the request for a perimeter fence around Olds Park Field Three. (b) That Council declines the request for the installation of a perimeter fence around Olds Park Field Three for the reasons outlined in this report. (c) That Council officers investigate and identify an engineering solution for the drain, if required, that is currently located around Olds Park Field Three to reduce any safety risk.	**03 Feb 2026 10:19am Liu, Stephanie** In Progress, a) Noted, b) Noted, c) Design options for a solution to the drain are scheduled to be investigated and completed in 2026/27 financial year. **10 Apr 2026 2:18pm Lindsay, Samuel** a) Noted, b) Noted, c) Design options for a solution to the drain are scheduled to be investigated and completed in 2026/27 financial year.
Council Meeting 22/04/2024	**22/04/2024**	**NM035-24**	**Plan to Increase Native Tree Cover**	That the General Manager compiles a report into the development and implementation of a plan to increase native tree cover in streets, parks, reserves and other open spaces, and in potential green corridors.	**24 Jun 2025 11:49am Liu, Stephanie** NOT COMMENCED, Report to be prepared pending finalisation and completion of both the Street Tree Master Plan and Public Domain Guideline. **06 Feb 2026 11:28am Lindsay, Samuel** Council is currently preparing a planting program for the additional $150,000 allocation. Planting is scheduled to commence as weather conditions become cooler, with works anticipated to begin closer to April 2026. The funding will be primarily allocated to street tree planting, with a portion dedicated to a tubestock planting trial., In addition, Council was recently successful in securing $116,150 through the Greening Our City grant program, which will support the installation of 100 new street trees across Hurstville, Allawah and Carlton. **09 Feb 2026 4:34pm Spelta, Bryce** Council is currently preparing a planting program for the $150,000 budget allocation for street tree planting. Planting is scheduled to commence as weather conditions become cooler in April 2026. , In addition, Council was recently successful in securing a grant through the Greening Our City grant program, which will support the installation of 100 new street trees across Hurstville, Allawah and Carlton. **24 Feb 2026 12:45pm Lindsay, Samuel - Reallocation** In Progress, EHRS in progress of developing strategy.
Council Meeting 25/03/2024	**25/03/2024**	**NM019-24**	**Electrical Vehicle Charging Installations**	(a) That during the development of Council's Electric Vehicle Strategy, Council investigates opportunities and the best locations for the installation of electric vehicle charging stations (b) That Council considers Intellihub's Council Site Nomination Guidance as part of the process to identify the best locations including in both industrial areas and local town centres (c) That Council investigate funding opportunities for future electric vehicle charging station installations. (d) Subject to successfully obtaining funding sources	**22 Oct 2025 4:07pm Denham, Lynne - Reallocation** Action reassigned to Stroud, Kent by Denham, Lynne - EH&RS are not responsible for electric vehicle charging station installation this is a consideration for A&I. **06 Feb 2026 6:08pm Lindsay, Samuel** (a) Noted., (b) Noted., (c) Funding opportunities will not be sought until finalisation of Council's EV Charging Strategy., (d) i-ii pending outcome of (c) **10 Apr 2026 2:42pm Lindsay, Samuel** (a) Noted., (b) Noted., (c) Funding opportunities will not be sought until finalisation of Council's EV Charging Strategy., (d) i-ii pending outcome of (c)

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				i. Council investigates working with Intellihub and its partners to conduct a trial program of installing pole-mounted electric vehicle (EV) charging stations at locations across Georges River where EV owners will be required to pay to use the EV chargers via an app. ii. The trial will seek to determine the demand for commercial EV charging facilities and assess the draw from the electricity grid, its cost, and whether other forms of EV infrastructure could be implemented over the coming years.	
Council Meeting 25/03/2024	**25/03/2024**	**NM027-24**	**Review of Consultation Process for Traffic Matters**	(a) That Council review the process for community consultation for traffic facility projects to determine if: i. the community can be consulted at an earlier point in the investigation process, prior to funding and solution commitments being made. ii. broader consultation should be undertaken for identified highly sensitive areas where many residents and businesses are affected, to ensure that all relevant parties are notified. (b) That a report is provided to Council with the findings of the review process.	**03 Nov 2025 2:48pm Liu, Stephanie** In Progress, (a) Council officers have reviewed the process and have written a draft, this information is being included in an organisational review of engagement and consultation. The draft has been provided to City Futures team. , (b) Pending outcome of (a) i-ii. **06 Feb 2026 9:04am Lindsay, Samuel** (a) Council is conducting a review of community consultation process for traffic facilities including engagement with Council's Communications Team. This review is currently ongoing., (b) Pending the outcomes of (a). **10 Apr 2026 2:43pm Lindsay, Samuel** (a) Council is conducting a review of community consultation process for traffic facilities including engagement with Council's Communications Team. This review is currently ongoing., (b) Pending the outcomes of (a).
Council Meeting 23/10/2023	**23/10/2023**	**CCL095-23**	**Property Matter - David Place Peakhurst - Easement and Road Access Issues**	(a) That an Easement for Access be refused over Lot 8 in DP239732 in favour of Lot C in DP342717 being 12 Ogilvy Street, Peakhurst. (b) That the connection of David Place be reviewed and that a further report be presented to Council on the outcome of that investigation.	**24 Sep 2025 1:35pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 31 October 2025 to 19 December 2025 - a) Completed - Noted. The court has ruled that easement to be granted over Lot 8 in DP239732 in favour of 12 Ogilvy St Peakhurst., (b) In progress - Connection will be compromised due to court order per item (a). Report to Council to follow. **25 Nov 2025 2:09pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 19 December 2025 to 30 June 2026 - Awaiting further advice from owner.
Council Meeting 28/08/2023	**28/08/2023**	**NM049-23**	**Oatley Park and Kyle Williams Reserve.**	That the General Manager prepares a report concerning: (a) the restoration of terrain and vegetation within the sections of Oatley Park, Kyle Williams Reserve and Poulton Park which have been damaged by activities contrary to the applicable Plans of Management; and (b) Preventative measures which may be put into place to mitigate further damage in Oatley Park, Kyle Williams Reserve and Poulton Park; (c) that the report be presented to a future meeting of Council.	**03 Nov 2025 2:48pm Liu, Stephanie** In Progress, (a) and (b) Various activities have occurred over the past 12 months including the planting of 40 trees in a high bike activity area in Oatley Park on 14 May 2024., Council has submitted a grant application (Greening our City 2025 grant round) to plant additional trees within these open spaces at locations where illegal bike jumps were evidenced. , c) Pending completion of (a) and (b), Will remain on database until all parts of resolution are completed. **03 Feb 2026 10:26am Liu, Stephanie** In Progress, (a) and (b) Council has applied for grant funding under the Greening Our City Grant Program. The application is for additional trees and shrub planting in various locations across the Georges River Council Area, including Oatley Park, Carss Bush Park and Kyle Williams Reserve. The intention is to plant and rejuvenate areas damaged by illegal bike activities and prevent future misuse. Poulton Park has not had any reports of illegal bike activity since 2023. This application is currently with the NSW State Office for determination. , (c) Pending completion of (a) and (b) **10 Apr 2026 1:52pm Lindsay, Samuel** Council has applied for grant funding under the Greening Our City Grant Program, however the project was not succesful for this round of funding. Council will continue to look for funding sources to implement improvements at Kyle Williams Reserve. Poulton Park has not had any reports of illegal bike activity since 2023.
Council Meeting 27/02/2023	**27/02/2023**	**NM004-23**	**Riverwood Town Centre Public Domain Upgrade**	(a) That Council prioritise the public domain upgrade of the Riverwood Town Centre, actively advocating for funding to enable this work to progress. (b) That Council officers undertake a review of the Parking Strategy to support the planning for this upgrade.	**22 Oct 2025 10:34am Cassidy, Jodie** Allocated to Assets and Infrastructure for review **06 Feb 2026 9:21am Lindsay, Samuel**

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				(c) That Council thanks all Georges River Council staff who have contributed to previous Riverwood Town Centre public works that have benefited the community.	(a) Council continues to seek funding for upgrade works, including an operational budget bid in 2025/26 to undertake the public domain planning for this work., (b) in progress with a draft report on schedule for March 2026., (c) Noted. **10 Apr 2026 2:11pm Lindsay, Samuel** (a) Council continues to seek funding for upgrade works, including an operational budget bid in 2025/26 to undertake the public domain planning for this work., (b) in progress a draft report as been delayed and will be reported by June 2026., (c) Noted.
Council Meeting 31/10/2022	**31/10/2022**	**NM091-22**	**Request to waive S7.11 Development Contribution for NDIS related dwellings**	(a) That Council, in regard to CDC2022/0161 for the conversion of existing brick and the double garage into a one-bedroom granny flat at 39 Mimosa Street Oatley, defer the S7.11 contribution of $7,018.99 (plus any CPI increase) and enter into a payment plan under Council's hardship policy to allow the continuing construction (b) That at the next review of the Georges River Local Infrastructure Contributions Plan 2021 an investigation is undertaken into amending *Clause 2.2.2 – Development that is exempted under this Plan* to include: Development for the purposes of housing for independent living for people who are on a NDIS package.	**10 Apr 2026 10:28am Parker, Danielle** (a) Completed, (b) In progress - Strategic Planning undertaking review of Contributions Plan 2021.
Council Meeting 31/10/2022	**31/10/2022**	**NM091-22**	**Request to waive S7.11 Development Contribution for NDIS related dwellings**	(a) That Council, in regard to CDC2022/0161 for the conversion of existing brick and the double garage into a one-bedroom granny flat at 39 Mimosa Street Oatley, defer the S7.11 contribution of $7,018.99 (plus any CPI increase) and enter into a payment plan under Council's hardship policy to allow the continuing construction (b) That at the next review of the Georges River Local Infrastructure Contributions Plan 2021 an investigation is undertaken into amending *Clause 2.2.2 – Development that is exempted under this Plan* to include: Development for the purposes of housing for independent living for people who are on a NDIS package.	**09 Oct 2025 1:40pm Manos, Katerina** In Progress, (a) Referred to Business and Corporate Services directorate for action and superseded by NM030-23. , (b) Resolution to be actioned in the revised Contributions Plan. **01 Apr 2026 3:59pm Qin, Anne** In Progress , a) Request to dever the S7.11 contribution to enter into a payment plan under Council's Hardship Policy has been referred to Business and Corporate Services directorate for action and it is noted that the resolution is superseded by NM030-23. , b) Resolution to be actioned in the revised Georges River Local Infrastructure Contributions Plan 2021.
Council Meeting 31/10/2022	**31/10/2022**	**NM093-22**	**Electric Vehicle Strategy**	That Council officers develop an Electric Vehicle Strategy preparing our community for the transition to electric vehicles. The Strategy should include but is not limited to: i. Encouraging new development through Development Control Plan's to reduce car dependence with the provision of electric vehicle sharing stations and green travel plans; ii. Actively facilitate the installation of an electric vehicle charging network across the LGA; iii. Transition of Council's fleet and lease back vehicles to hybrid and eventually electric vehicle, and iv. Advocate to and collaborate with State and Federal Government and private sector's investments to secure funding opportunities.	**01 Oct 2025 12:17pm Denham, Lynne - Target Date Revision** Report to be presented to the Environment and Planning Committee Meeting in February/March 2026 (report delayed due to the recent recruitment of Fleet Manager which is a key role for internal consultation). **08 Dec 2025 2:40pm Denham, Lynne - Target Date Revision** Report to be presented to the Environment and Planning Committee Meeting in April/May 2026 (to allow for internal consultation).
Council Meeting 26/09/2022	**26/09/2022**	**NM088-22**	**Traffic Study - Peakhurst**	That Council undertake a Traffic Study in the area bounded by Jacques Ave, Forest Rd, Bonds Rd and Trafalgar St Peakhurst.	**24 Jun 2025 11:52am Liu, Stephanie** NOT COMMENCED, A budget bid will be submitted to undertake is work in 25/26 Financial Year **22 Aug 2025 3:42pm McGrath, Rachelle - Target Date Revision** Target date changed by McGrath, Rachelle from 30 June 2025 to 30 June 2026 - This study has not commenced and has been included as priority for 25/26 pending Council approval. **04 Feb 2026 4:52pm Lindsay, Samuel** Council has engaged an external consultant to undertake the traffic study. Currently being assessed is the future parking demands associated with new developments, this will inform the recommendations to improve parking conditions and road user movements at this location. A draft of the study is anticipated in early April. **10 Apr 2026 2:59pm Lindsay, Samuel** Council has engaged an external consultant to undertake the traffic study. Currently being assessed is the future parking demands associated with new developments, this will inform the recommendations to improve parking conditions and road user movements at this location. A draft of the study is anticipated in early April.

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Council Meeting 22/08/2022	**22/08/2022**	**CCL071-22**	**Report of the Finance and Governance Committee Meeting held on 08 August 2022**	**FIN039-22 Property Matter - Proposed Dedication for Road Widening and Grant of Easement for Vehicular Access - 75 Louis Terrace, Hurstville** (Report by Strategic Property Specialist) (a) That Council dedicates the community classified land described as Lot 1 in DP1242651 at 75 Louis Terrace, Hurstville as a public road for the purpose of widening the existing public road known as Louis Terrace. (b) That following dedication as a public road, Council grants an easement for vehicular access over part of the newly dedicated area of public road in favour of adjoining land at 1 Edith Street, Hurstville on the terms and conditions generally contained within this report. (c) That following the grant of the easement in favour of 1 Edith Street, Hurstville the newly dedicated area of public road be closed as a public road and the land be classified as operational. (d) That the General Manager be authorised to execute all documentation to give effect to the proposed road widening and grant of easement.	**13 Sep 2022 1:20pm Paraskevopoulos, Nickie - Reallocation** Action reassigned to Morabito, Bernard by Paraskevopoulos, Nickie - For your action **15 Sep 2022 2:52pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 06 September 2022 to 30 June 2023 - Matter in progress. **05 Feb 2024 5:14pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 30 April 2024 to 06 December 2024 - Time extended due to revision of actions required. **24 Sep 2025 1:31pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 31 March 2026 to 31 March 2026 - (a) Completed by way of publication in NSW Government Gazette of 9 August 2024. (b) In progress - Transfer sent to applicant (however review of terms requested). (c) In progress - subject to (b) above. (d) Noted. **02 Apr 2026 3:09pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 31 March 2026 to 26 June 2026 - Matter to be reported to ET as legal advice received from applicant may result in matter not proceeding.
Council Meeting 28/02/2022	**28/02/2022**	**NM009-22**	**Accessible (Mobility) Parking in Georges River**	Mobility parking spaces allow residents with a wide range of mobility issues to remain independent and fully participate in our community. Noting that there has been a 60% growth in mobility parking permits since 2007, Council requests; That the General Manager prepare a report to Council that includes: (a) an update on the progress of the implementation of the Car Parking Strategy recommendations in relation to accessible (mobility) parking; (b) an evaluation of the current provision of accessible parking spaces across Georges River, including any areas of under or oversupply; (c) the identification of areas where additional accessible parking may be appropriate; (d) the potential for accessible parking spaces to be included in the design of master plans, plans of management, urban design studies and the like; and (e) cost estimates for the provision of additional accessible parking spaces within Georges River if a demand for such spaces is identified.	**22 Oct 2025 10:28am Cassidy, Jodie** Allocated to Assets and Infrastructure for review **06 Feb 2026 5:27pm Lindsay, Samuel** a.- There has been an average of 300% increase on Mobility parking zones, since the 2018 Parking Strategy report prepared by PTC., b.- Council traffic officers assess mobility parking spaces based on a case by case basis. A review of the entire provision across the LGA has not been undertaken., c.- The identification of Mobility parking zones has been addressed as per the 2018 Parking Strategy., d.- Noted., e.- Approximate costing for the supply of signs, pram ramp and footpath connection vary by site, at an approximate average of $3,500 per location. **13 Apr 2026 10:45am Lindsay, Samuel** a.- There has been an average of 300% increase on Mobility parking zones, since the 2018 Parking Strategy report prepared by PTC., b.- Council traffic officers assess mobility parking spaces based on a case by case basis. A review of the entire provision across the LGA has not been undertaken., c.- The identification of Mobility parking zones has been addressed as per the 2018 Parking Strategy., d.- Noted., e.- Approximate costing for the supply of signs, pram ramp and footpath connection vary by site, at an approximate average of $3,500 per location., A report is to be drafted to Council with the above information to close out this request.
Council Meeting 23/04/2019	**23/04/2019**	**CCL018-19**	**Report of the Finance and Governance Committee - Meeting held on 08 April 2019**	**FIN022-19 Draft 2019/20 Budget - Consideration of Upgrading Simpson Reserve Oa** That Council considers the upgrading of the Simpson Reserve Oatley Playground when the 2019 budget is being formulated. **FIN023-19 Property Matter - Ellen Subway Mortdale - Licence Agreement and Road from Sydney Trains** (a) That the General Manager be authorised to sign all documentation to effect the dedication described as Lot 1 in DP1181159, Lot 1 in DP171156, Lot 1 in DP455333 and Lot 10 Secti DP1884, known as Ellen Subway, Mortdale as public road, from RailCorp (Sydney Trains). (b) That pending dedication, the General Manager be authorised to enter into licence with Syd or its nominated licensor, for the Ellen Subway, Mortdale, described as Lot 1 in DP118115 DP171156, Lot 1 in DP455333 and Lot 10 Section 1 in DP1884 on terms and conditions as detailed in this report.	**24 Sep 2025 2:03pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 01 July 2028 to 30 June 2026 - (a) Negotiations to recommence with Sydney Trains for the dedication of the road reserve associated with the Ellen Subway. (b) Completed. Licence entered into between the parties - see D19/280190.

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Council Meeting 26/03/2018	**26/03/2018**	**NM007-18**	**Sans Souci Bathers Pavilion - Water Street, Sans Souci**	(a) That, having regard to the report from Cardno Engineering dated February 2018 regarding the structural inadequacy of the San Souci Bathers Pavilion (the Cardno Report), Council not proceed with its December 2017 resolution to publicly tender for restoration and a 21 year lease of the building, pending the actions detailed below; (b) That the General Manager make the Cardno Report available to Crown Lands forthwith. (c) That the General Manager urgently obtain a heritage assessment from a qualified heritage architect in relation to the condition and significance of the building. The report is to advise as to whether it is viable to restore the building; or if the building is to be demolished to make recommendations about how the significance of the building can be otherwise retained. (d) That, taking into account the findings of the Cardno Report and the heritage report, the General Manager urgently liaise with NSW Department of Industry, Lands and Forestry (Crown Lands) in relation to: i. amending the Plan of Management, ii. obtaining owners consent for a development application to demolish and/or redevelop the site, and iii. the requirements for the Crown consent to a new lease; (e) That Council delegate to the General Manager the authority to take any necessary steps (including demolition of the building) to ensure that public safety can be maintained at the site. The General Manager shall take into consideration the findings of the heritage architect's assessment prior to taking any action; and (f) That a report be prepared for Council's consideration as to the options for the future leasing of the site, having regard to the findings of the Cardno Report, the heritage report and the outcome of discussions with Crown Land.	**12 Aug 2025 2:19pm Chand, Ally** In Progress (PART 2 OF 2), (e) Completed - Authority delegated as resolved at Council. , (f) In Progress - On hold due to current unfavourable economic conditions. To be reviewed in second half of 2025. **29 Sep 2025 3:48pm Morabito, Bernard - Target Date Revision** Target date changed by Morabito, Bernard from 01 December 2025 to 30 June 2026 - Future leasing options to be reviewed pending completion of updated property strategy.

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MEETING	MEETING DATE	ITEM NO	RESOLUTION TITILE	RESOLUTION	COMMENTS
Council Meeting 23/02/2026	**23/02/2026**	**ASS002-26**	**T25/013 Tom Ugly's Point Reserve Construction**	(a) That in accordance with Section 178(1)(a) of the Local Government (General) Regulation 2021, Council accepts the Tender that is recommended for T25/013 Tom Ugly's Point Reserve Construction, as outlined in the confidential attachments. (b) That the General Manager be authorised to execute the Contract with the successful Contractor on behalf of Council, subject to a satisfactory financial assessment. (c) That Council inform the unsuccessful Tenderers of the resolution.	**30 Mar 2026 4:26pm Cable, Michael - Completion** (a) Recommended tender accepted at Council Meeting by resolution., (b) General Manager to sign the contract with the successful contractor on behalf of Council, subject to satisfactory financial assessment., (c) Successful and unsuccessful tenderers notified of resolution of Council on 4 March 2026
Council Meeting 23/02/2026	**23/02/2026**	**ASS003-26**	**Embankment Reconstruction - Bridge Street, Penshurst - Budget Update**	(a) That Council note the increase in required budget to proceed with the Embankment Reconstruction - Bridge Street, Penshurst project. (b) That Council approve the additional non-budgeted capital expenditure, as outlined in the confidential attachment.	**Completion** Completed by Heath, Tom (action officer) on 30 March 2026 at 10:48:02 AM - , (a) Council noted the increase in required budget to proceed with the Embankment Reconstruction - Bridge Street, Penshurst project., (b) The budget was updated as outlined in the confidential attachment.
Council Meeting 23/03/2026	**23/03/2026**	**BPSCC002 -26**	**Beverley Park Golf Club Finance Report**	That the Committee receive and note the finance report to January 2026 for Beverley Park Golf Club.	**09 Apr 2026 5:26pm Bryant, Naomi - Completion** Completed by Bryant, Naomi on behalf of Le, Margaret (action officer) on 09 April 2026 at 5:26:52 PM - The Committee received and noted the finance report to January 2026 for Beverley Park Golf Club.
Council Meeting 23/03/2026	**23/03/2026**	**BPSCC003 -26**	**Public Rounds Report**	That the Committee receive and note the public rounds report from March 2025 to February 2026.	**09 Apr 2026 5:22pm Bryant, Naomi - Completion** Completed by Bryant, Naomi on behalf of Le, Margaret (action officer) on 09 April 2026 at 5:22:29 PM - The Beverley Park Golf Club Committee received and noted the public rounds report from March 2025 to February 2026.
Council Meeting 23/02/2026	**23/02/2026**	**CCL006-26**	**Endorsement of Council Submission to the draft Sydney Plan, Industrial Lands Policy and A New Approach to Strategic Planning: Discussion Paper**	(a) That Council endorse the Georges River Council submission to the NSW Government on the draft *Sydney Plan* (**Attachment 1**), draft *Statewide Industrial Lands Policy* (**Attachment 2**), and *A New Approach to Strategic Planning: Discussion Paper* (**Attachment 3**). (b) That Council authorise the Director, Planning & Environment to finalise and submit the endorsed submission, including any minor amendments that do not alter the substantive intent.	**01 Apr 2026 3:59pm Qin, Anne - Completion** Completed by Qin, Anne on behalf of Oste, Luke (action officer) on 01 April 2026 at 3:59:00 PM - Completed , Submission lodged 26/02/2026.
Council Meeting 23/02/2026	**23/02/2026**	**CCL007-26**	**Report on Outstanding Council Resolutions (Period up to and including 31 December 2025)**	That Council receive and note the report.	**24 Feb 2026 4:00pm Paraskevopoulos, Nickie - Completion** Completed by Paraskevopoulos, Nickie (action officer) on 24 February 2026 at 4:00:36 PM - Approved at Feb 2026 Council Meeting
Council Meeting 23/02/2026	**23/02/2026**	**CCL008-26**	**Applications Pursuant to Councillor Ward Discretionary Fund Policy - February 2026**	That the following applications for funding, pursuant to the Councillors Ward Discretionary Fund Policy, be approved: (a) CWF11/25-26 – Application submitted by Councillor Wang on behalf of Tai Chi Association of Australia in the amount of $800. (b) CWF12/25-26 – Application submitted by the Mayor, Councillor Borg on behalf of Sans Souci Sea Devils in the amount of $1,000. (c) CWF 13/25-26 – Application submitted by Councillor Jamieson on behalf of St George Creative Art and Craft Centre in the amount of $1,000. (d) CWF 14/25-26 – Application submitted by Councillor Allison on behalf of St George Creative Art and Craft Centre in the amount of $1,199.	**24 Feb 2026 4:00pm Paraskevopoulos, Nickie - Completion** Completed by Paraskevopoulos, Nickie (action officer) on 24 February 2026 at 4:00:51 PM - approved at February 2026 Council Meeting

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Council Meeting 23/02/2026	**23/02/2026**	**CCL009-26**	**Carss Park Pool - Project Variation**	That the General Manager be delegated authority to execute a Deed of Variation to the existing Project Agreement (Confidential Attachment 1, Version 2).	**13 Mar 2026 2:28pm Plenty, Adrienne - Completion** Completed by Plenty, Adrienne on behalf of Fan, James (action officer) on 13 March 2026 at 2:28:27 PM - Completed
Council Meeting 23/02/2026	**23/02/2026**	**CCL010-26**	**Chivers Hill Shopping Centre Lugarno - Public Amenities Location near the Carpark Exit Feasibility Report**	(a) That Council receive and note the Feasibility Report findings for the Chivers Hill Shopping Centre Lugarno Public Amenities Location near the Carpark Exit. (b) That Council does not proceed with the construction of an amenities building at Chivers Hill Shopping Centre because of the constraints highlighted in this report.	**02 Mar 2026 10:01am Lindsay, Samuel - Completion** Completed by Lindsay, Samuel (action officer) on 02 March 2026 at 10:01:58 AM - Resolution noted, no further action required.
Council Meeting 23/02/2026	**23/02/2026**	**CCL011-26**	**T25/006 Jubilee Stadium Naming Rights Sponsorship**	(a) That Council accepts the commercial offering from St. George Leagues Club Ltd (ABN: 92 641 772 910) for T25/006 Jubilee Stadium Sponsorship for the annual commercial sum of $200,000.00 (excluding GST), for initial term of three (3) years with the option to extend for a further three (3) years, at Council sole discretion. (b) That the General Manager be authorised to sign the Contracts with the preferred Contractor on behalf of Council. (c) That Council inform the unsuccessful parties to the negotiation process of the resolution.	**30 Mar 2026 4:20pm Cable, Michael - Completion** (a) Offer accepted at Council meeting by resolution. , (b) General Manager to sign the contract with the preferred contractor on behalf of Council., (c) Successful and unsuccessful tenderers notified of resolution of Council on 25 February 2026.
Council Meeting 23/02/2026	**23/02/2026**	**CCL012-26**	**Amendment to the Council and Committee Meeting Schedule 2025/26**	That Council endorse the amendment to the Council and Committee Meeting Schedule 2025/26.	**24 Feb 2026 4:19pm McKinley, Vicki - Completion** Completed by McKinley, Vicki (action officer) on 24 February 2026 at 4:19:52 PM - Amended meeting schedule endorsed by Council - 23 Feb 2026
Council Meeting 23/03/2026	**23/03/2026**	**CCL018-26**	**Applications Pursuant to Councillor Ward Discretionary Fund Policy - March 2026**	That the following applications for funding, pursuant to the Councillors Ward Discretionary Fund Policy, be approved: (a) CWF15/25-26 – Application submitted by Councillor Mahoney on behalf of Lugarno Progress Association Inc in the amount of $167. (b) CWF16/25-26 – Application submitted by Councillor Mahoney on behalf of Oatley Rugby and Sporting Club in the amount of $1,000. (c) CWF17/25-26 – Application submitted by Councillor Mahoney on behalf of Illawarra Retirement Trust in the amount of $833. (d) CWF18/25-26 – Application submitted by Councillor Liu on behalf of Community Support Foundation Australia in the amount of $500. (e) CWF19/25-26 – Application submitted by Mayor, Councillor Borg on behalf of St Cuthberts Anglican Church in the amount of $750. (f) CWF20/25-26 – Application submitted by Councillor Wang on behalf of Hurstville Community Garden in the amount of $900.	**26 Mar 2026 11:51am Paraskevopoulos, Nickie - Completion** Completed by Paraskevopoulos, Nickie (action officer) on 26 March 2026 at 11:51:33 AM - approved at March 2026 Council meeting
Council Meeting 23/03/2026	**23/03/2026**	**CCL019-26**	**Appointment of Councillor delegates to the Floodplain Risk Management Committee**	That Councillor Mahoney and Councillor Liu be appointed as voting delegates to the Floodplain Risk Management Committee until the end of the current term of Council.	**26 Mar 2026 11:52am McKinley, Vicki - Completion** Completed by McKinley, Vicki (action officer) on 26 March 2026 at 11:52:44 AM - duplicate action - NFA

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Council Meeting 23/03/2026	**23/03/2026**	**CCL019-26**	**Appointment of Councillor delegates to the Floodplain Risk Management Committee**	That Councillor Mahoney and Councillor Liu be appointed as voting delegates to the Floodplain Risk Management Committee until the end of the current term of Council.	**31 Mar 2026 12:18pm Lindsay, Samuel - Completion** Completed by Lindsay, Samuel (action officer) on 31 March 2026 at 12:18:54 PM - Noted and Councillors contacted and advised with copy of ToR attached.
Council Meeting 23/03/2026	**23/03/2026**	**CCL019-26**	**Appointment of Councillor delegates to the Floodplain Risk Management Committee**	That Councillors Wang and Pun be appointed as voting delegates to the Floodplain Risk Management Committee until the end of the current term of Council.	**26 Mar 2026 11:52am McKinley, Vicki - Completion** Completed by McKinley, Vicki (action officer) on 26 March 2026 at 11:52:58 AM - Duplication action NFA
Council Meeting 23/02/2026	**23/02/2026**	**COM002-26**	**Quarterly Community Property Report - 1 October 2025 to 31 December 2025**	That Council receive and note the Quarterly Community Property Report for the period 1 October 2025 to 31 December 2025.	**04 Mar 2026 12:42pm Williams, Andrew - Completion** Completed by Williams, Andrew (action officer) on 04 March 2026 at 12:42:17 PM - The Community Property Subsidy Register 1 October 2025 to 31 December 2025 has been uploaded to the Codes, Policies and Registers page on the Georges River Council website.
Council Meeting 23/02/2026	**23/02/2026**	**COM003-26**	**T25/011 Ken Rosewall Tennis Centre - Management Agreement**	(a) That in accordance with Section 178 of the *Local Government (General) Regulation 2021 (NSW),* Council accepts the Tender from the current service provider Evolution Sports Pty Limited for T25/011 Ken Rosewall Tennis Centre - Management Agreement for the management fee detailed in Confidential Attachment 1 to this report. (b) That in accordance with section 178(1) of the Local Government (General) Regulation 2021, Council note that the tender evaluation did not demonstrate a material benefit in transitioning to an alternative service provider. (c) That the General Manager be authorised to execute the Contract with Evolution Sports Pty Limited on behalf of Council. **(d)** That the unsuccessful tenderer(s) be advised of Council's decision.	**30 Mar 2026 4:28pm Cable, Michael - Completion** (a) Recommended tender from current service provided accepted at Council meeting by resolution., (b) Noted at Council meeting by resolution., (c) General Manager to sign the contract with the current service provider on behalf of Council., (d) Successful and unsuccessful tenderers notified of resolution of Council on 27 February 2026.
Council Meeting 23/02/2026	**23/02/2026**	**COM004-26**	**Place Naming Policy Review - Results of Community Consultation**	(a) That Council acknowledge the results of the community consultation for the revised draft Place Naming Policy. (b) That Council endorse the minor changes that have been made to the revised draft Place Naming Policy based on the results of the community consultation. (c) That point 2.5.2. b) of the draft Policy be updated as follows: *The name is considered offensive, discriminatory, derogatory or brings Council into disrepute.* (c) That Council adopts the revised draft Place Naming Policy.	**06 Mar 2026 5:28pm Johnson, Billie - Completion** Completed by Johnson, Billie on behalf of Yeomans, Justin (action officer) on 06 March 2026 at 5:28:32 PM , (a) At its 23 February 2026 meeting, Council acknowledged the results of the community consultation for the revised draft Place Naming Policy (draft Policy)., (b) Council endorsed the minor changes made to the draft Policy following the community consultation process. , (c) Section 2.5.2 b) of the draft Policy was amended with the words: The name is considered offensive, discriminatory, derogatory or brings Council into disrepute., (d) The draft Policy was adopted at the 23 February 2026 Council Meeting and the updated version of the Place Naming Policy was published on Council's website on 6 March 2026.
Council Meeting 23/03/2026	**23/03/2026**	**COM010-26**	**Event Grants for April 2026**	That Council approves the Event Grant application and funding amounts of: (a) $8,140 ($7,000 financial and $1,140 in-kind value) to support the Oatley RSL Sub-Branch 'ANZAC Day Dawn Service and Family Day' on Saturday 25 April 2026; and (b) $20,000 ($18,860 financial and $1,140 in-kind value) to support the Greek Orthodox Parish & Community of Kogarah & District Resurrection of Christ 'Orthodox Easter' event on Friday 10 April and Saturday 11 April 2026.	**31 Mar 2026 9:40am Goumis, Fiona - Completion** Completed by Goumis, Fiona (action officer) on 31 March 2026 at 9:40:10 AM - Applicants have been formally notified in writing of the outcome of their applications and the Outgoing Event Grant and Sponsorship Register 2025-2026 on Council's website has been updated.

Completed Resolution Report

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Council Meeting 23/03/2026	**23/03/2026**	**COM011-26**	**Place Naming: New Community Centre in Peakhurst Park - Results of Community Consultation**	(a) That Council receive and note the results of the community consultation for the proposed name 'Peakhurst Park Community Centre'. (b) That Council approve the proposed name 'Peakhurst Park Community Centre' for the new community centre being constructed on lot 2 in DP 114770 on land known as 7a Hedley Street, Riverwood.	**10 Apr 2026 2:38pm Johnson, Billie - Completion** Completed by Johnson, Billie on behalf of Yeomans, Justin (action officer) on 10 April 2026 at 2:38:36 PM , (a) On 23 March 2026, Council acknowledged the results of the community consultation for the proposed name 'Peakhurst Park Community Centre' , (b) Council approved the name 'Peakhurst Park Community Centre' and the approved name has been included on building signage and the Geographical Names Board of NSW has been advised of the name to be included in their maps database.
Council Meeting 23/02/2026	**23/02/2026**	**ENV002-26**	**Enforcement of Trailer Parking Regulations and Addressing Resident Concerns**	That Council receive and note the information contained within this report.	**27 Feb 2026 11:22am Denham, Lynne - Completion** Completed by Denham, Lynne on behalf of Hill, Joseph (action officer) on 27 February 2026 at 11:22:30 AM - As the report recommendation was for the report to be noted - no action is required
Council Meeting 23/02/2026	**23/02/2026**	**ENV003-26**	**Review of Domestic Waste Management Service Charges Applied to Property Owners Since Amalgamation**	That the information in this report is received and noted.	**27 Feb 2026 11:21am Denham, Lynne - Completion** Completed by Denham, Lynne on behalf of Hill, Joseph (action officer) on 27 February 2026 at 11:21:48 AM - As the report recommendation was for the report to be noted - no action is required
Council Meeting 23/03/2026	**23/03/2026**	**ENV007-26**	**Draft Asbestos Management Policy - Outcome of Public Exhibition**	That Council adopt the draft Asbestos Management Policy 2026 as attached to this report.	**31 Mar 2026 9:57am Denham, Lynne - Completion** Completed by Denham, Lynne on behalf of Spooner, Andrew (action officer) on 31 March 2026 at 9:57:12 AM - Policy endorsement noted and to be referred to Governance for policy register updating.
Council Meeting 23/03/2026	**23/03/2026**	**ENV008-26**	**Draft Wildlife Protection Area Policy 2025 - Outcome of Public Exhibition**	(a) That Council endorse the draft Georges River Wildlife Protection Area (WPA) Policy 2025 as exhibited and contained in Attachment 1 of this report. (b) That the General Manager be delegated to make minor amendments such as typographical updates to the Wildlife Protection Area Policy 2025 as exhibited and contained in Attachment 1 of this report if required. (c) That the report to Council regarding the next review of the Wildlife protection Area Policy is to include relevant data on any documented breaches of this policy.	**31 Mar 2026 9:51am Denham, Lynne - Completion** Completed by Denham, Lynne on behalf of Spooner, Andrew (action officer) on 31 March 2026 at 9:51:57 AM - (a) Policy endorsement noted - to be referred to Governance to update Policy register., (b) Minor amendments to be made as necessary. , (c) The next report to Council regarding the next review of the Wildlife protection Area Policy will include relevant data on any documented breaches of this policy.
Council Meeting 23/03/2026	**23/03/2026**	**ENV009-26**	**Georges River Tree Canopy Targets for Georges River LGA by 2038 - Progress Update 2026**	That Council notes the progress towards achieving the adopted tree canopy target of 40% by 2038. (a) That Council endorses consideration of a future budget bid of $120,000 from the Tree Preservation Reserve for a local government area wide tree planting strategy and costing schedule up to 2038, to enable Council to strategically deliver the tree canopy target of 40% by 2038. (b) That Council continues to strongly advocate to the NSW Government to ensure trees are protected at a state level through relevant legislation.	**10 Apr 2026 4:52pm Allen, Leanne - Completion** Completed by Allen, Leanne on behalf of Spooner, Andrew (action officer) on 10 April 2026 at 4:52:53 PM - Completed , a) Noted, b) Noted - Advocacy is ongoing.
Council Meeting 23/03/2026	**23/03/2026**	**ENV010-26**	**Development and Building Q2 Metrics Report**	That Council note the Quarterly Development and Building Team Functions and Services Metrics Report for the period October to December 2025.	**26 Mar 2026 12:56pm Allen, Leanne - Completion** Completed by Allen, Leanne on behalf of Hill, Joseph (action officer) on 26 March 2026 at 12:56:20 PM - Noted, Completed
Council Meeting 23/02/2026	**23/02/2026**	**FIN002-26**	**Investment Report as at 30 November 2025**	That the Investment Report as at 30 November 2025 be received and noted by Council.	**02 Mar 2026 10:11am Parker, Danielle - Completion** Received and noted at Council meeting. No further action required.

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Council Meeting 23/02/2026	**23/02/2026**	**FIN003-26**	**Investment Report as at 31 December 2025**	That the Investment Report as at 31 December 2025 be received and noted by Council.	**02 Mar 2026 10:12am Parker, Danielle - Completion** Received and noted at Council meeting. No further action required.
Council Meeting 23/02/2026	**23/02/2026**	**FIN004-26**	**Quarterly Budget Review Report for Period Ending 31 December 2025**	(a) That Council receives and notes the contents of this report in relation to the Quarterly Budget Review for the period ending 31 December 2025. (b) That Council adopt the proposed amendments to the 2025/26 Budget as outlined in attachment 1. (c) That Council note the supporting information outlined in attachment 3 and approve the write-off of debts totalling $51,278, where all reasonable recovery actions have been undertaken and no further practical avenues for collection remain.	**31 Mar 2026 10:42am Henwood, Scott** (a) Council Received and Noted the report at the meeting., (b) Council adopted the budget amendments at the meeting., (c) The debts to be written off were approved by Council at the meeting. The debts were written off on 18/03/2026 - refer Debtor IDs 6478 & 6843 and Journal number 150203
Council Meeting 23/02/2026	**23/02/2026**	**FIN005-26**	**Property Matter - Request for Owner's Consent - 6 Dora Street, Hurstville**	That the General Manager be authorised to provide landowner's consent on behalf of Council to the proposed minor works at 6 Dora Street, Hurstville as generally detailed in this report.	**12 Mar 2026 1:59pm Morabito, Bernard - Completion** Owner consent letter signed by the General Manager provided to lessee on 2 March 2026. See D26/57383.
Council Meeting 23/02/2026	**23/02/2026**	**FIN006-26**	**Councillor Induction and Professional Development Policy for Adoption**	(a) That Council note the one submission received during the public exhibition of the Draft Councillor Induction and Professional Development Policy. (b) That Council adopts the Draft Councillor Induction and Professional Development Policy (Attached).	**26 Feb 2026 10:36am McKinley, Vicki - Completion** Completed by McKinley, Vicki (action officer) on 26 February 2026 at 10:36:41 AM - Policy has been approved by Council and sent to Governance team for finalising and upload to Policy page on website.
Council Meeting 23/02/2026	**23/02/2026**	**FIN007-26**	**Property Matter - Carss Park Cafe - Assignment of Lease**	(a) That Council consent to the assignment of the lease for Carss Park Kiosk from By the Bay Café Pty Ltd and Grill to Adrian and Marina Peronace. (b) That the General Manager be authorised to sign all lease documentation associated with the proposed assignment.	**12 Mar 2026 1:58pm Morabito, Bernard - Completion** (a) Council consented for the lease of By the Bay Café Pty Ltd and Grill to be assigned to Adrian and Marina Peronace by resolution., (b) Assignment of Lease referred to Council solicitor for completion on 10 March 2026 - See D26/71433. GM to sign lease documentation.
Council Meeting 23/03/2026	**23/03/2026**	**FIN009-26**	**Investment Report as at 31 January 2026**	That the Investment Report as at 31 January 2026 be received and noted by Council.	**26 Mar 2026 4:00pm Chand, Ally - Completion** Received and noted at Council meeting. No further action required.
Council Meeting 23/03/2026	**23/03/2026**	**MM002-26**	**Celebrating the 45th Anniversary of the Chinese Australian Services Society (CASS)**	That Council: (a) Congratulates the Chinese Australian Services Society (CASS) on achieving 45 years of service to the community; and (b) Recognises the valuable contribution CASS makes to the Georges River community, particularly through programs supporting multicultural families, seniors and vulnerable residents.	**26 Mar 2026 11:54am McKinley, Vicki - Completion** Completed by McKinley, Vicki (action officer) on 26 March 2026 at 11:54:02 AM - NFA required as congratulations were extended at the meeting.
Council Meeting 23/03/2026	**23/03/2026**	**MM004-26**	**Congratulations on an engaging and inclusive Seniors Festival**	That Council: (a) Congratulates all Council staff involved in the delivery of Georges River Seniors Festival initiatives. (b) Acknowledges and thanks its partners, sponsors, and community organisations for their invaluable contributions to the festival and support of the senior's community.	**10 Apr 2026 9:58am Lamont, Sarah - Completion** Completed by Lamont, Sarah (action officer) on 10 April 2026 at 9:58:22 AM - (a) The General Manager will congratulate all staff via the Rivernet portal. - In Progress, (b) Mayoral letters will be prepared for sponsors and Council officers will send out letters of thanks to stallholders and the Seniors Advisory Committee to acknowledge their invaluable contributions to the festival and support of the senior's community. - In Progress

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Council Meeting 23/02/2026	**23/02/2026**	**NM002-26**	**State Significant Developments**	(a) That Council write to the Minister requesting enhanced and meaningful Council involvement in the assessment of State Significant Developments, particularly where proposals of up to 20 storeys are located within or adjoining the Georges River Local Government Area and are likely to seek concurrent rezoning. (b) That the request includes consultation timeframes extending beyond the current two-week notification period, to allow Council adequate time to assess strategic planning impacts, infrastructure capacity, community implications, and cumulative effects on surrounding areas.	**25 Mar 2026 9:42am Allen, Leanne - Completion** Completed by Allen, Leanne on behalf of Oste, Luke (action officer) on 25 March 2026 at 9:42:35 AM - Completed , a) - b) Council wrote to the Hon. Paul Scully MP on 17 March 2026 , addressing parts a) & b) of the resolution.
Council Meeting 23/02/2026	**23/02/2026**	**NM006-26**	**Beverly Hills Master Plan**	That Council: (a) Acknowledges the critical need for revitalisation: Notes with concern that the Beverly Hills Master Plan has been delayed for over a decade, contributing to a "clear and continuing decline" in the local town centre, including the cessation of trading for nine local businesses and increased vacancies. (b) Updates planning controls to reflect material changes in infrastructure: Notes the advice received on 19 May 2025 from the Department of Planning, Housing, and Infrastructure (DPHI) confirming the Moomba to Sydney Ethane Pipeline has been repurposed to Natural Gas (NG), a material change that significantly reduces the infrastructure's risk profile compared to the previous Ethane usage. (c) Refines risk management controls to unlock housing supply: To align with the updated Arriscar risk assessment and the revised natural gas profile: (i) Review**s** and refines the protective restriction to apply strictly to "Sensitive Land Uses" (strictly defined as hospitals, schools, and child-care facilities) within the 200-metre corridor, consistent with the safety intent of the November 2025 resolution. (ii) Removes the previous "Activity Hazard Risk Map" density caps and height restrictions for general residential and commercial development within the 200-metre to 400-metre zone, noting that the updated risk profile for natural gas supports high-density housing in these locations without requiring the "buffer" previously associated with ethane. (iii) Reinstates properties into the town centre core that were previously excluded or down-zoned based on the obsolete Ethane risk data. (d) Addresses Disputed Flood Tagging and Aligns flood risk management with state standards: (iv) Notes the widespread community dispute regarding the accuracy of the 2023 Overland Flow Floodplain Risk Management Study as it applies to Beverly Hills—an area not historically known to flood—and acknowledges the severe financial impact these disputable reports are having on residents' 10.7 zoning certificates and property values. (v) Directs the General Manager to publish and distribute clear, accessible, and step-by-step instructions detailing the process for affected residents to formally dispute the flood risk designation and successfully remove the flood tagging from their properties' 10.7 zoning certificates. (vi) Resolves to adopt the NSW Government's standard approval principles for flood risk management regarding the Overland	**05 Mar 2026 11:56am Oste, Luke - Completion** Completed by Oste, Luke (action officer) on 05 March 2026 at 11:56:47 AM - This Motion was not endorsed by Council and therefore will not be actioned.

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				Flow Floodplain Risk Management Study. Council directs that development controls (such as finished floor levels) must align strictly with the advice of the Department of Environment and Heritage (EHG) and State Emergency Services (SES) to ensure mitigation measures enable, rather than prohibit, the density envisioned in the Master Plan. (e) Accelerates Delivery: Requests the General Manager to incorporate these technical updates immediately and present the finalised Beverly Hills Master Plan for public exhibition no later than the [May 2026] Council Meeting, ensuring it meets the state's housing targets and utilises the "low and mid-rise housing" reforms to revitalise the precinct.	
Council Meeting 23/02/2026	**23/02/2026**	**NM007-26**	**Public Notice development application status, Carlton - DA2019/0644**	That a Public Notice be published on Council's website in relation to DA2019/0644 at 90 Botany Street, Carlton, detailing: (i) the history of the development consent issued for the site; (ii) the history of construction certificate applications associated with the site; (iii) the outcomes of Council's enforcement actions in response to any non-compliance with the development consent; and (iv) an overview of the general statutory and administrative pathways by which a development consent progresses to the construction stage.	**16 Mar 2026 11:47am James, Catherine - Completion** Completed by James, Catherine (action officer) on 16 March 2026 at 11:47:00 AM - Public notice published on Council's website on 16 March 2026, https://www.georgesriver.nsw.gov.au/Council/Public-Notices/Community-Update-on-development-application-for-88-92-Botany-Street-Carlton
Council Meeting 23/03/2026	**23/03/2026**	**NM011-26**	**Claydon Reserve - Lighting Upgrade**	That Council: (a) Notes that a Sports Field Lighting Audit is currently being undertaken across Council sporting fields to assess: (i) Current lux levels at each field; (ii) Existing electrical capacity to accommodate lighting upgrades within current infrastructure or where infrastructure upgrades may be required; and (iii) Current usage levels across fields. (b) Notes that the outcomes of this audit will be considered in consultation with Council's Sports Advisory Committee prior to finalising the prioritisation of lighting upgrades across the LGA. (c) Notes that Council has allocated a dedicated budget for Sports Field Lighting upgrades within the four-year Capital Works Program, to be implemented in line with the outcomes of the audit. (d) Acknowledges that Claydon Reserve is an important sporting field within the Georges River LGA that experiences extensive night-time community use due to the club's rapid growth in recent years. Upgraded lighting would allow better utilisation of the entire field and deliver long-term safety and cost benefits. Council further notes that Claydon Reserve is included in the current Sports Field Lighting Audit and will be considered as part of that process when determining future upgrade priorities.	**10 Apr 2026 2:36pm Lindsay, Samuel - Completion** Completed by Lindsay, Samuel (action officer) on 10 April 2026 at 2:36:42 PM - (a) Noted., (b) Noted., (c) Noted., (d) Acknowledged and Noted, Claydon Reserve was included in the recent training lux audit. The location will be part of the LGA wide community consultation on developing a lux lighting program.
Council Meeting 23/03/2026	**23/03/2026**	**NM014-26**	**Official Opening - Museum of Chinese in Australia**	That Council: (a) Formally write to the Board of Directors and CEO of the Museum of Chinese in Australia (MOCA) to congratulate the MOCA on its official opening on 1 March 2026, recognising this as a significant cultural	**10 Apr 2026 2:22pm Johnson, Billie - Completion**

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				milestone for the Chinese Australian community and for multicultural Australia more broadly. (b) Acknowledge Georges River Council's resolution of 26 October 2020 (NM084-20) supporting the establishment of MOCA, including raising awareness and exploring in-kind support through cultural collaboration. (c) Recognise the contribution of MOCA in preserving, documenting and celebrating the history and stories of Chinese Australians, many of whom reside within the Georges River local government area. (d) Request a report to Council outlining any opportunities for future collaboration between Georges River Council and MOCA, including potential exhibitions, educational partnerships, cultural exchanges, or shared heritage initiatives.	Completed by Johnson, Billie on behalf of Yeomans, Justin (action officer) on 10 April 2026 at 2:22:30 PM , (a) A letter to the Board of Directors and CEO of MOCA has been prepared by Council officers to formally congratulate the achievements of MOCA. , (b) Council acknowledged the resolution of 26 October 2020 (NM084-20) supporting the establishment of MOCA. , (c) Council recognised MOCA's achievements in preserving, documenting and celebrating Chinese Australians including those in the Georges River local government area. , (d) A future report to Council will be prepared regarding opportunities for collaboration between Georges River Council and MOCA, including potential exhibitions, educational partnerships, cultural exchanges, or shared heritage initiatives.
Council Meeting 23/03/2026	**23/03/2026**	**SAC003-26**	**Sporting Infrastructure Capital Works Update**	That the Georges River Council Sports Advisory Committee receive and note the presentation from the Manager City Technical Services providing an update on Sporting Infrastructure Projects within Council's Capital Works Program 2025/26.	**30 Mar 2026 10:49am Heath, Tom - Completion** Completed by Heath, Tom (action officer) on 30 March 2026 at 10:49:55 AM - The Georges River Council Sports Advisory Committee received and noted the presentation from the Manager City Technical Services regarding the Sporting Infrastructure Projects within Council's Capital Works Program 2025/26.
Council Meeting 23/03/2026	**23/03/2026**	**SAC003-26**	**Sporting Infrastructure Capital Works Update**	That the Georges River Council Sports Advisory Committee receive and note the presentation from the Manager City Technical Services providing an update on Sporting Infrastructure Projects within Council's Capital Works Program 2025/26.	**30 Mar 2026 4:22pm Severino, Marisa - Completion** Completed by Severino, Marisa on behalf of Heath, Tom (action officer) on 30 March 2026 at 4:22:18 PM - Duplicate action generated. Action has been completed
Council Meeting 23/03/2026	**23/03/2026**	**SAC005-26**	**Sport, Community Facilities and Events Update**	That the Georges River Council Sports Advisory Committee receive and note the presentation from the Manager Sport and Community Facilities and the Executive Manager City Presentation & Operations outlining an overview of Sport and Recreation facilities across the local government area.	**09 Apr 2026 5:20pm Bryant, Naomi - Completion** Completed by Bryant, Naomi on behalf of Le, Margaret (action officer) on 09 April 2026 at 5:20:26 PM - The presentation has been received and noted by the Sports Advisory Committee.

Delivery Program and Operational Plan 2025/2026

July – December 2025

Half Year Progress Report



Acknowledgement of Traditional Owners

Georges River Council acknowledges the Bidjigal people of the Eora Nation, who are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander peoples as an integral part of the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging.

Georges River Council is committed to showing respect for Aboriginal people as Australia's first peoples. Council has adopted the practice of acknowledging the Traditional Custodians of Country at events, ceremonies, meetings and functions.



Image: Hand with Clay Passport, Walk on Country

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Progress Report - Half Yearly 2025/2026

Our vision is:

A connected community that prioritises diversity, sustainability and green spaces

The five pillars of our Community Strategic Plan that we are working to achieve are:



1. Our Community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.



2. Our Green Environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.



3. Our Economy

We create a strong, vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.



4. Our Built Environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.



5. Our Governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

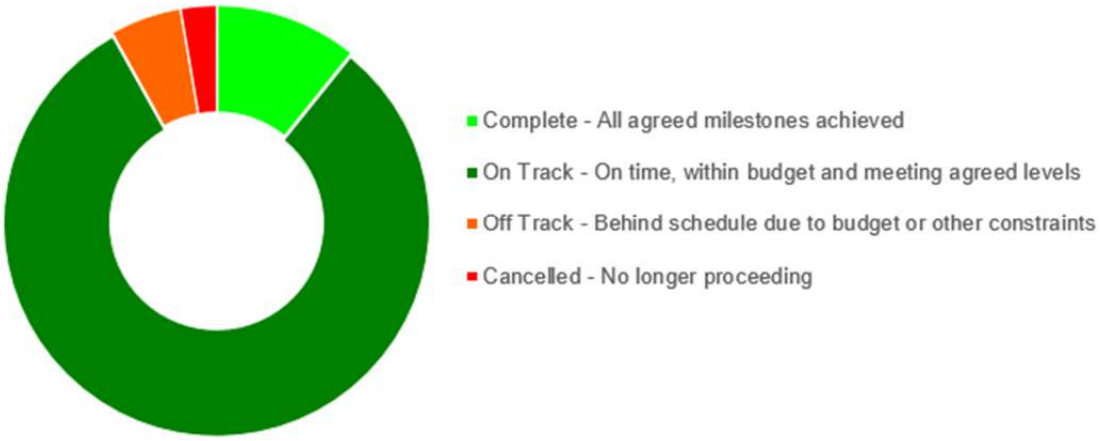
This report details progress we made towards our Operational Plan actions from July to December 2025, which contribute to delivering our community's vision for the future.

How to read this report

The focus of this half yearly progress report is on the 2025/26 Operational Plan actions, which contribute to the overall Delivery Program 2025-2029.

Actions reflect ongoing services and new projects or initiatives which are contributing to achievement of the four-year outcomes and long term community goals.

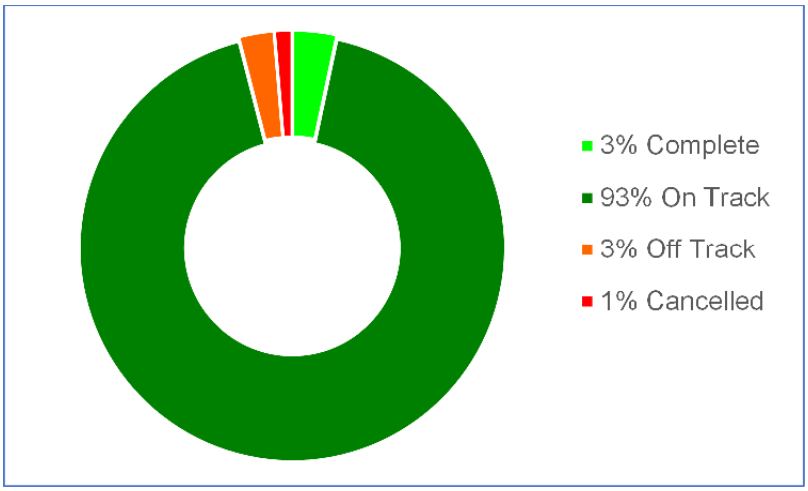
How we rate the status



Completed		On Track		Off Track		Cancelled	

Overall Progress

2025/26 is the second year of our four year delivery program. The following results show our progress on our 149 one year Operational Plan actions:



Income

0.6%

Above YTD adopted budget

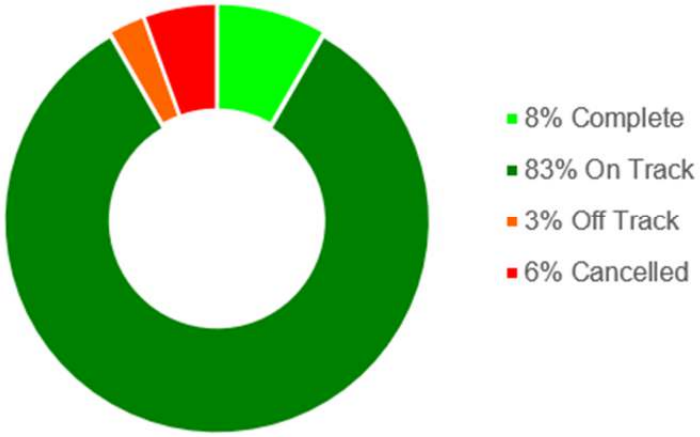
Expenditure

2.4%

Below adopted YTD budget

Completed		On Track		Off Track		Cancelled	

Pillar 1: Our Community



Achievements

- ✓ Council delivered numerous successful events, including Uncontained and Magic of Christmas.
- ✓ Council celebrated International Day of People with Disability with the launch of the inaugural 'Georges River Reframed: International Day of People with Disability Art Exhibition
- ✓ Hurstville Museum & Gallery hosted the 'Georges River Art Prize' showcasing 52 adult artists and 39 youth artworks.
- ✓ Council delivered Mental Health Month program including Walk on Country, library wellbeing programs, and environmental outreach.
- ✓ Council endorsed a gender-based violence action plan.
- ✓ More than $173,000 in Community, Micro, Venue Hire and Event grants, and sponsorship were awarded in quarter 2.
- ✓ Council successfully assumed in-house management of the Peakhurst and Poulton Park Synthetic Fields.



Performance Indicators

Description	Annual Target	Q1 Actual	Q2 Actual	Status	Comments
Utilisation of Council's Early Learning Centres	≥90%	91%	91%		Overall utilisation rate of Council's Early Learning Services YTD was 90.88%
Customer satisfaction with Early Learning Centres	≥80%	No Data	97%		Favourable average of Q1 and Q2 customer satisfaction surveys
Customer satisfaction with Council's venues for hire	≥80%	68%	84%		In Q2, a total of 39 survey responses for its Performance Venues and Community Centres/Halls were received.
Customer satisfaction with Museum & Gallery	≥80%	96%	95%		Survey feedback identified the exhibitions and programs as key contributors to a positive customer experience.
Customer satisfaction with Library Services	≥80%	84%	84%		Feedback highlighting positive experiences with staff, library spaces and collections
Customer satisfaction with Events	≥80%	100%	100%		The 100% satisfaction rate received for the Magic of Christmas event highlights the ongoing success of Council's focus on quality, safety and inclusive community experiences.
Utilisation of Council's venues for hire	≥70%	43%	35%		In Q2, utilisation rate of Council's 13 venues for hire was lower than the same time last year due to use of several venues for pre-polling and voting for the 2024 Local Government Elections. In Q2, method of calculating utilisation was adjusted to reflect available hours. Updated website content and advertising occurred to increase awareness.
Council's overall Customer Experience Rating	≥75%	84%	86%		Council continued to monitor customer experience performance through Happy or Not responses, CX Assessment scores, and Stay on the Line survey results. A total of 6,937 customer responses were received across these channels in Q2.
Customer first call resolution	≥80%	93%	93%		Council received 925 responses to the first call resolution question, with 93% of customer enquiries reported as resolved during the initial interaction.
Customer satisfaction with face-to-face interaction at Council operated facilities	≥80%	84%	85%		Customer satisfaction for face-to-face interactions remains strong at 85%, reflecting the continued delivery of high-quality, in-person services to the community.
Percentage of correspondence responded to within 14 days	≥80%	81%	87%		6,221 of 7,167 was responded to within the agreed timeframes.
Percentage of complaints completed within agreed times	≥80%	100%	100%		70 complaints were received and all completed within the agreed timeframes.
Percentage of customer requests completed with agreed times	≥90%	92%	92%		Of the 9,809 completed service requests, 9,060 were completed within the agreed timeframes.
Percentage of customer contact requests actioned within 48 hours	≥75%	77%	82%		Of the 965 contact requests received, 793 were actioned in the agreed timeframe.

Completed		On Track		Off Track		Cancelled	

Action Progress

1.0: We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.

1.1: Provide and support community events that connect people and reflect the diversity of our communities

1.1A: Implement the Georges River Council Events and Festivals Charter, Events Guide and Events Toolkit.

Action Code	Action Name	Status	YTD Comments
1.1Ai	Implement the Permit, Plug, Play program.		The Permit, Plug, Play program remains on track, with the procurement phase nearing completion. All place-enabling and portable infrastructure has now been ordered and is awaiting delivery. This progresses the program toward full readiness for upcoming activations, including the Lunar New Year 2026 pilot. We are on schedule to deliver Milestone 4 within the required timeframe, ahead of the program's finalisation at Milestone 5, ensuring streamlined event processes and infrastructure are in place to support future activations.
1.1Aii	Implement Events and Festival Charter Plan.		In Quarter 2, Council continued to deliver activities aligned with the Events and Festivals Charter while development of the formal Action Plan progresses. A total of 12 community-led events and 4 Council events were delivered, all applying the Charter's principles of safety, inclusivity, cultural celebration and community connection. Work also advanced on reviewing and streamlining the external event process to improve efficiency, consistency and support for community organisers. These actions further strengthen progress toward key Charter goals, including fostering community connections, promoting diversity and building civic pride.

1.1B: Maximise the utility of Jubilee Stadium as a venue for Council's major events.

Action Code	Action Name	Status	YTD Comments
1.1Bii	Finalise Plan of Management to enable lodging of DA to stage other major events at the venue.		Progress on lodging a Development Application (DA) to support additional major events at Jubilee Stadium remains on hold. The project cannot advance until the final Plan of Management (PoM) is approved by Crown and subsequently adopted by Council. Once this process is completed, work on the DA will be able to resume.
1.1Biii	Promote and market the venue to video and film production companies.		Enhancements to the Jubilee Stadium website and improved communication of venue and facility information have strengthened engagement with production companies, resulting in regular enquiries and increased use of the Stadium for television commercials, film shoots, and other media productions. These improvements have significantly boosted the Stadium's visibility and positioned it as a versatile venue for broader activation and commercial use.
1.1Biv	Establish branding and operation of the		The Bayview Functions and Events brand identity has now been fully established for Jubilee Stadium. The dedicated

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
	functions and events business at the stadium.		website and social media channels are live, supported by new marketing collateral displayed throughout the venue. During Quarter 2, the Stadium's function rooms were successfully built into the Bookable platform, with the listing scheduled to go live in early Quarter 3. This integration will strengthen the visibility of the Stadium's assets and support increased utilisation and event content.

1.2: Provide a range of accessible services, facilities and programs that respond to social issues and foster community wellbeing

1.2A: Implement the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS).

Action Code	Action Name	Status	YTD Comments
1.2Ai	Complete 'fitness for purpose' analysis of existing assets, and investigate feasibility of designed flexible spaces, colocation of new facilities and expansion of facilities where possible.		The assessment of fit for purpose for Council's assets is ongoing. Data collection through the CINAAAS will inform the ongoing decision-making process.
1.2Aii	Expand the centralised systems for facility access to optimise community use and access.		The expansion of centralised systems for facility access to optimise community use and access is a consideration during the design process for all applicable projects.
1.2Aiii	Investigate feasible locations for a new asset cluster in the western part of the Georges River LGA to improve equitable distribution.		During Quarter 2, fabrication of the modular building commenced, with completion of the build and onsite installation scheduled for March 2026, followed by the official opening of the new facility in April 2026. During this period, Council also approved the public exhibition of a Place Naming proposal seeking community feedback on the official naming of the new facility at 7A Hedley Street, Riverwood as the Peakhurst Park Community Centre. The community feedback period commenced on 10 December 2025 and closed on 7 February 2026.
1.2Aiv	Review community hall hire agreements.		During Quarter 2, the Terms and Conditions of Hire for Council's performance venues and community centres/halls were further updated, incorporating revisions to strengthen and clarify hirers' child safety responsibilities when using Council's hireable venues. The revised Terms and Conditions of Hire are currently in the final review stage, prior to consideration by Council's Governance team in Quarter 3.

Completed		On Track		Off Track		Cancelled	

1.2B: Implement the Disability Inclusion Action Plan.

Action Code	Action Name	Status	YTD Comments
1.2Bi	Deliver and report on the Disability Inclusion Action Plan 2022-2026.		Council continued to co-facilitate the Bayside, St George and Sutherland Shire Disability Interagency and to lead the Access and Inclusion Advisory Committee. The internal Georges River Inclusion Strategy in consultation with key staff and community stakeholders has progressed to draft stage. Council celebrated International Day of People with Disability with the launch of the inaugural 'Georges River Reframed: International Day of People with Disability Art Exhibition from 3 December 2025- 7 January 2026. 11 artists with connection to Georges River and a disability participated. Magic of Christmas event had accessibility features including a stage lift, ramp and fit for purpose seating and stairs.
1.2Bii	Develop the Disability Inclusion Action Plan 2026-2030.		Council commenced community consultation forums and meetings involving 86 people for the development of the Disability Inclusion Action Plan 2026-2030. Council ensured the consultation survey for the Disability Inclusion Action Plan 2026-2030 was accessible in Easy Read. The survey will remain open until Q3.

1.2C: Deliver and report on Council's Financial Assistance Program.

Action Code	Action Name	Status	YTD Comments
1.2Ci	Deliver and report on Council's financial assistance program, including community grants, micro grants, venue hire program, heritage grants, event grants, sponsorship and donations program.		Completed in Q2: Venue Hire Grants 25-26 Rounds 6-7: 4 projects funded, totalling $4,811.13 excl. GST Event Grants and Outgoing Sponsorship: 1 project funded, totalling $19,970. Community Grants 2025-2026 Round 1: $145,000 awarded to 13 of 26 applicants. Micro Grants 2025-2026 Round 1: $3,962 awarded to 4 of 5 applicants. 1 x externally facilitated grant writing workshop 19 x Individual grant meetings Service Review - Financial assistance commenced.

1.2D: Implement the Aboriginal and Torres Strait Islander Strategy.

Action Code	Action Name	Status	YTD Comments
1.2Di	Implement the Aboriginal and Torres Strait Islander Action Plan.		Action 2.2.1- Council's Aboriginal and Torres Strait Islander Advisory Committee (AC) met twice; EOI to join the AC 2026-2027 and the AC's revised Terms of Reference finalised and released; Selection Panel (including a Bidjigal Traditional Owner and a local Elder) met and selected 12 successful EOIs for 2026-7 Committee term; professional development on artefacts led by Uncle Dean Kelly provided for AC members

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
			and HMG staff Action 1.3.2 - AC informed planning for 3 events in Q3 2025-26 Financial Year Action 1.3.3 - Walk on Country at Oatley Park in Council's Mental Health Month program. Action 1.7.2 - video interviews recorded with Aunty Barb Simms, Uncle Shayne Williams, Aunty Jo Love, and Amy Hill-Trindall for display in refreshed Local History room at HMG. Action 2.1.1 - Council's Cultural Protocols Guide will be designed as a document to accompany, enhance and clarify Aboriginal Affairs NSW new Cultural Knowledge Standards Framework in the Georges River context.

1.2E: Foster social cohesion and address the evolving socio-economic needs of the Georges River community.

Action Code	Action Name	Status	YTD Comments
1.2Ei	Implement social justice strategies to build the social strengths of the Georges River community.		The following social justice-focused initiatives were developed and implemented to build the social strengths of Georges River. Council endorsed a gender-based violence action plan. The mental health month program included a walk on Country led by an Aboriginal elder, Library programs in mindfulness, self-care and yoga, and outreach by Bushcare, Environment and Waste. St George Multicultural Network's Migrant Information Day connected 350 community members to essential services. Community safety initiatives including community panels, NO Domestic Violence Walk, an online campaign and art exhibition partnered with GambleAware, Top Blokes, St George Police Area Command, local community and religious leaders. The Georges River Reframed exhibition empowered 11 artists with disability. Community members were consulted about cyber safety and the Disability Inclusion Action Plan 2026-2030. Dates of significance were marked to foster social cohesion: Halloween, Christmas and Passover.

1.3: Provide a range of services, programs and facilities that address the needs of local people of all ages, and through all stages of life

1.3A: Implement Libraries 2030 Strategy.

Action Code	Action Name	Status	YTD Comments
1.3Ai	Provide opportunities for our diverse community to engage with and contribute to the preservation of the Georges River's community history through collections,		Hurstville Museum & Gallery worked with Local Aboriginal Elders and multicultural community members to create a film about their experiences told in their own words. The finished film will be part of the permanent social history exhibition 'St George Reflections'. The library's Community History Team received collection donations: Historic copies of “The Leader” and “The Hurstville Propeller” from The Leader; research, oral histories and correspondence from St. Ignatius College Riverview; memoirs

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
	programs and place naming initiatives.		of former students from the Centenary of Penshurst Public School. A talk and exhibition was held to celebrate the 120th anniversary of the Oatley School of Arts Hall. In November 2026 two place name projects were finalised: 'Sharyn Cullis Boardwalk' for the asset being built in Hurstville Grove, and 'Caledonia Crescent Reserve' for a park in Peakhurst. Council also approved community consultation for the proposed name 'Peakhurst Park Community Centre' and a revised Place Naming Policy.
1.3Aii	Ensure accessible opportunities for the community to engage through outreach and online services, and physical and online spaces.		Library outreach activities engaged 160 attendees at the Citizenship Ceremony and 163 community members at Migrant Info Day. Other programs included pop up Storytimes at Westfield Hurstville, tech and music activities for adults and youth at Blackshaw Gould Pavilion, as well as an Aboriginal Storytime at Carss Park with Aunty Barb. A Collaborative Community Colouring Quilt activity was shared with early learning centres, aged and disability service providers, and the general public at libraries and service centres, resulting in 64 artworks which will be displayed in Q3 at Clive James Kogarah Library. For NSW Small Business Month, the library presented a 'Job Shift: Going Pro workshop', demonstrating how small business owners can build foundational business skills as well as a focused promotion of self-paced online learning options on LinkedIn Learning.
1.3Aiii	Provide contemporary library services to meet State Library NSW Guidelines and community expectations.		Library collection development activities were undertaken to ensure a current and relevant collection, with 11,238 new items purchased and 3,295 items withdrawn. In response to community survey results, a new Georges River Writers program was introduced as well as additional power banks for customers to borrow across library locations. A review of the Hurstville Library layout was undertaken, focused on improving customer experience and inclusivity at the busiest library location. Revisions were scheduled to be undertaken during the temporary closure of the library from December 2025 to February 2026, to make improvements in the highest traffic areas: new furniture for collaborative study and program spaces; new furniture and space around teenage and children's areas; new comfortable seating in quiet reading areas; new public art mural representing the community at the entrance.
1.3Aiv	Provide opportunities for the community to be involved in the development of library collections.		Library members were engaged to recommend new items for the collection, resulting in 142 additional new titles purchased across physical and digital collections. A focused online marketing campaign for Summer Reading promoted the easy access of digital collections, including streaming resource 'Kanopy', and a wrap-up of the most popular items read by the community across the whole year.

Completed		On Track		Off Track		Cancelled	

1.3B: Enhance venues services with focus on community needs and financial sustainability.

Action Code	Action Name	Status	YTD Comments
1.3Bi	Implement the actions of the Venues and Facilities Service Review.		Progress continued in Quarter 2 on the key actions identified in the Venues and Facilities Service Review. Achievements included the installation of wayfinding signage at the Blackshaw Gould Community Pavilion at Hurstville Oval and the introduction of a payment link within Council's online booking system to streamline customer transactions. Fabrication commenced on the modular building for the new community facility at 7A Hedley Street, Riverwood, alongside the public exhibition of the proposed name—Peakhurst Park Community Centre—which was open for community feedback from 10 December 2025 to 7 February 2026. In addition, new signage featuring QR codes was installed across Council's hireable facilities to support efficient logging of maintenance requests.
1.3Bii	Implement the Optimising Community Use and Facilities Access Plan.		During Quarter 2, progress continued with integrating Council's performance venues into the online booking system, with implementation scheduled for Quarter 3. Photography and virtual tours were completed and uploaded to the Georges River Council and Hurstville Entertainment Centre websites, alongside an update and refresh of venue information. The Marketing and Communications Plan also recommenced during the quarter, including a social media campaign and advertising in the St George and Sutherland Shire Leader to strengthen community awareness of the venues. A review of tender submissions for the Olds Park Premium Sporting and Community Facility was undertaken and presented to Council to support progression of the project. Similarly, submissions for the Gifford Park Sporting Amenities design were reviewed to determine the architects to be engaged for the project.

1.3C: Uphold our commitment as a child-safe organisation.

Action Code	Action Name	Status	YTD Comments
1.3Ci	Implement Council's Child Safe Action Plan.		Completed in Q2: - Review and update child safe collateral and ensure it is displayed in all Council facilities. - Advocate for diversity and inclusion in respect to child protection. For example, through translated resources, facilitating capacity building opportunities for the local early learning sector, awareness raising campaigns. - Review Council's Customer Feedback and Complaints Management Policy and/or underlying procedures from a child safe lens. - Review the Terms and Conditions for hiring Council's community centres and venues. - Review publicity permission processes and storage of multimedia.

Completed		On Track		Off Track		Cancelled	

1.4: Provide and support programs that promote arts and culture

1.4A: Implement Create Georges River Cultural Strategy.

Action Code	Action Name	Status	YTD Comments
1.4Ai	Provide programs and public art that reflect cultural identity and community demographics		Expressions of Interest were advertised for two public art projects at Hurstville Library and the Beverly Hills Creative Studio to reflect the diverse community profile. The final designs for both projects will be developed in consultation with the local community through creative workshops before completion in Q3. The annual Uncontained Arts Festival received a record number of 54 applications from artists to perform at the June event. The Artist in Residence program with Nicola Moss included a creative collaboration with Georges River Council Bushcare at Carss Park, inviting community members to observe, interpret, and engage with the local natural environment. Regular programs at the Museum & Gallery engaged 851 people across all age groups. The inaugural 'Georges River Reframed: International Day of People with Disability' exhibition received 29 applications from people with a disability who live or are connected locally.
1.4Aii	Offer cultural and creative spaces within Council facilities and other properties to create accessible opportunities for adaptable reuse.		Content for the new social history exhibition 'Georges River Reflections' was completed including films of community members, cultural dress items and self-guided tours. The inaugural 'Georges River Reframed: International Day of People with Disability' exhibition was held at Clive James Kogarah Library. Hurstville Museum & Gallery also hosted a social event and Georges River Art Prize tour for Council's Advisory Committee. A Wreathmaking with Native Plant Materials workshop was delivered with Council's Bushcare team at Oatley Library, promoting sustainable foraging and native plant identification. The Beverly Hills Creative Studio was hired by four creatives for practices including singing, soul connection, calligraphy tutorials and artistic development. There were 158 library room bookings supporting activities including meditation, fashion shoots, wellbeing seminars, and craft classes.
1.4Aiii	Evaluate community perception and participation in the arts.		Hurstville Museum & Gallery recorded a 95% satisfaction rating in exit surveys with visitors praising the exhibition quality and positive experiences associated with public programs. A total of 141 visitors voted in the Georges River Art Prize People's Choice Award. Local artist engagement in Council opportunities to join creative projects was: Beverly Hills Creative Studio mural (21%); Hurstville Library mural (18%); 2026 Lunar New Year mural (41%); Uncontained Art Festival artists and performers (7%); Georges River Art Prize (9% adult, 100% youth). Community members also contributed to personal stories on film for the new social history exhibition 'St George Reflections' at Hurstville Museum & Gallery. Participants included Aboriginal Traditional Owners and people from diverse cultural backgrounds demonstrating strong trust in Council's cultural projects.

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
1.4Aiv	Provide a diverse program of exhibitions and events at Hurstville Museum & Gallery.		The Main Gallery hosted the 'Georges River Art Prize' showcasing 52 adult artists in the painting and sculpture categories and 39 youth artworks. An Open Day attracted 79 community members to free and paid activities for all ages including workshops and tours. The Snapshot Gallery presented 'Working, Worshipped, Wild' which opened in October and featured historical animal photographs. The Dragon's Lair Gallery displayed children and youth artworks as part of the Georges River Art Prize, while the Clive James Kogarah Library art space launched the inaugural 'Georges River Reframed: International Day of People with Disability' exhibition. In October the social history exhibition 'St George Stories' was closed to the public for the first time in 10 years for redevelopment. Following diverse community consultation the new permanent social history exhibition 'Georges River Reflections' will open in Q3.

1.5: Provide programs, services and activities that address health and safety issues

1.5A: Implement the Fire Safety Program that maintains buildings with essential fire services to safeguard the community.

Action Code	Action Name	Status	YTD Comments
1.5Ai	Implement actions to ensure compliance with the directions set by the NSW Government relating to external combustible cladding and Council's Fire Safety Audit.		Actions have been undertaken, and Council continues to work with properties to ensure combustible cladding is replaced where applicable.

1.5B: Liaise with the NSW Government and relevant stakeholders to keep up to date with legislative changes around regulatory functions.

Action Code	Action Name	Status	YTD Comments
1.5Bi	Implement the annual regulatory programs to ensure compliance with the relevant legislation and to address community safety concerns.		During Q2 the Parking & Rangers Unit investigated 2,556 service requests, as follows: 1,312 Parking requests (417 vehicles obstructing path/strip or driveways, 219 trucks, 89 no parking, 72 no stopping zones 62 school zones and the remainder for other parking matters) and 111 warning notices issued for minor offences. The Rangers team received 1,244 service requests, as follows; 253 animal matters (103 cat, 114 dog, 16 roosters, 20 other animals), 821 unattended items (760 abandoned vehicles, 49 abandoned trolleys, 12 other items) and 170 other public place requests.

Completed		On Track		Off Track		Cancelled	

1.5C: Implement programs relating to food premises, skin penetration premises and regulated systems.

Action Code	Action Name	Status	YTD Comments
1.5Ci	Implement an ongoing Public Health program, including skin penetration, regulated system and public swimming program to promote the community's health and safety.		This program was implemented in 2023. Regulatory inspections are being carried out to implement this ongoing program.

1.6: Provide programs, services and activities that support knowledge sharing and life-long learning

1.6A: Implement the Early Learning Services Strategy 2021-2031.

Action Code	Action Name	Status	YTD Comments
1.6Ai	Develop a plan to achieve a consistent operating model and naming conventions across Council's early learning centres with similar service types.		No updates for Q2.
1.6Av	Develop a business case for a new early learning centre which supports children with additional needs, making a more accessible, inclusive, integrated service to replace assets/services which have reached their life expectancy.		Awaiting the sale of former Ocean Street Kindergarten site.

1.7: Provide programs and events that promote, support and celebrate local heritage and history

1.7A: Promote the retention and conservation of heritage items within the Georges River Local Government Area.

Action Code	Action Name	Status	YTD Comments
1.7Aiii	Conduct yearly Heritage Building Grants Programs. (Subject to Funding)		The Heritage Building Grants Program is unfunded in the 2025/26 financial year due to budget constraints. Successful applicants from the 2024/25 round had until 1 December 2025 to complete their works and submit receipts for reimbursement. Eight grants were reimbursed; Three grants did not meet the conditions and were not reimbursed; and two grants lapsed because they were not completed by the deadline. The

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
			program may be funded in 2026/27, subject to Council resolution.
1.7Aiv	Conduct heritage information sessions for owners of heritage listed properties. (Subject to Funding of the Heritage Building Grants Program)		A heritage information session was held in the 2024/25 financial year. No information session is planned for 2025/26 as the Heritage Building Grants Program is unfunded for that financial year.

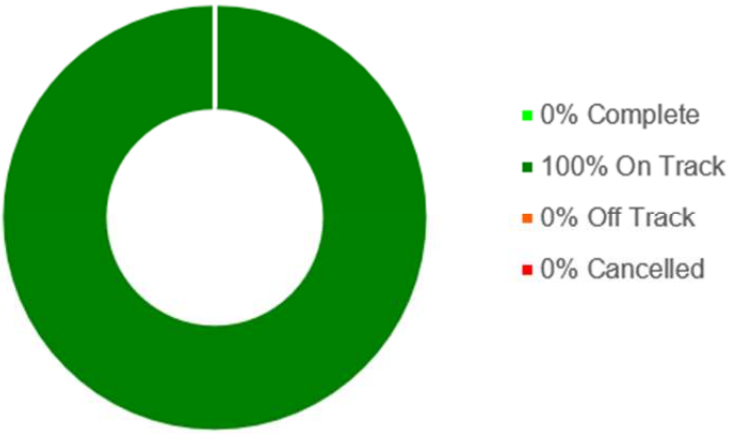
1.8: Provide positive experiences across all customer interactions for our community and visitors

1.8A: Implement the Customer Experience Strategy.

Action Code	Action Name	Status	YTD Comments
1.8Aii	Undertake customer journey mapping of high use Council services.		Staff completed a Customer Journey Mapping for the Australian Public Sector course to build a shared understanding of the methodology, underlying processes, and how journey mapping would be implemented consistently across Council. In addition, a review will be conducted of previous journey mapping undertaken by Customer Service Benchmarking Australia to identify areas already covered, processes previously reviewed, and potential opportunities where future journey mapping may deliver value.
1.8Aiii	Review Customer Feedback and Complaints Management Policy.		The next review is due to be conducted in August 2028.
1.8Aiv	Develop criteria and processes for the Internal Review Process.		In addition to the new Internal Review Process established through the review of the Customer Feedback and Complaint Management Policy, an electronic form has now been developed to support and complement this process. The form guides customers through each step, improves overall efficiency, and ensures the consistent capture of required information.
1.8Av	Deliver annual Customer Excellence Training.		The online Customer Excellence Training, launched in February 2025, remains a mandatory requirement for all staff. The latest report indicates that approximately 75% of staff have now completed the training, reflecting a positive increase in participation. Completion by all staff is expected, and managers are encouraged to continue supporting their teams to ensure full compliance.

Completed		On Track		Off Track		Cancelled	

Pillar 2: Our Green Environment



Achievements

- ✓ Council received a B rating for its progress in the Carbon Disclosure Project, reflecting commitment to reducing omissions.
- ✓ Bushcare's National Tree Day Planting Event saw more than 2,300 plants installed at Oatley Park.



Completed		On Track		Off Track		Cancelled	

Performance Indicators

Description	Annual Target	Q1 Actual	Q2 Actual	Status	Comments
Number of hectares of active bush regeneration activities	≥20	33	39		In Q2, 39.33Ha of active bush regeneration activities were completed by the Bushcare team, volunteers and contractors.
Number of native plants including trees, shrubs and ground covers planted to improve habitat, biodiversity and bushland structure (or other community tree planting) activities	≥2000	2,371	210		210 plants were installed in Q2 by Bushcare. 2,371 plants were installed in Q1 by Bushcare. including 1500 that were installed at Oatley Park for Bushcare's National Tree Day Planting Event.
Number of volunteer hours associated with Bushcare activities	≥3000	956	810		Bushcare volunteers undertook 810 hours of bush regeneration activities within Q2.
Ratio of public trees planted to public trees removed	2	1	0		70 public trees were removed YTD with 32 planted.
Number of street trees planted each year	≥160	32	0		32 street trees have been planted YTD. Result expected to improve as budget has been allocated to implement a tree planting program, with planning and delivery to be finalised across Q3 and Q4.
Percentage of waste customer requests responded to within 48 hours	> 98%	92%	99%		1,968 CiAnywhere requests were received, 1,951 were completed within 48 hours.
Percentage of environmental pollution complaints responded to within two business days	> 75%	95%	84%		In Q2, 104 of 123 pollution incidents were responded to within 2 business days.
Percentage of food premises inspected annually	100%	25%	16%		It is anticipated that more inspections will be carried out in Q3 and 4 to ensure 100% of the businesses are inspected by the end of financial year.

Completed		On Track		Off Track		Cancelled	

Action Progress

2.0: We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations

2.1: Identify and apply initiatives to reduce energy and water usage

2.1A: Implement the Environmental Resilience Action Plan 2022- 2040 for Council services.

Action Code	Action Name	Status	YTD Comments
2.1Ai	Report on the implementation progress of the Environmental Resilience Action Plan 2022-2040. (Subject to ongoing budget bids.)		Progress towards the actions of the Environmental Resilience Plan is positive with the majority of actions having been commenced or completed. Action will remain ongoing until 2040.

2.2: Ensure that waste is managed as a resource with minimal negative impacts from its disposal

2.2A: Implement the Waste Strategy 2021-2040.

Action Code	Action Name	Status	YTD Comments
2.2Ai	Report on the implementation progress of the Waste Strategy 2021-2040. (Subject to ongoing budget bids).		The implementation of the Waste Strategy 2021-2040 will remain ongoing until 2040. Council continues functions for the management of illegally dumped waste with regards to investigation and enforcement. Delivery of community recycling events continues with a series of successful e-waste events run during the 2025 calendar year, due to expand further in the second half of the financial year. Implementation and management of the new waste collection contract remains resource intensive.

2.2B: Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.

Action Code	Action Name	Status	YTD Comments
2.2Bi	Implement the annual Waste Education Program.		Council continues to deliver a comprehensive waste education program each year. New partnerships are being explored and programs developed to target various waste streams and community groups and the circular economy expanded.

Completed		On Track		Off Track		Cancelled	

2.3: Encourage local communities to participate in environmental protection and sustainability initiatives

2.3A: Undertake programs and activities to educate the community on reducing energy consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects.

Action Code	Action Name	Status	YTD Comments
2.3Ai	Implement activities to educate the community on reducing energy consumption and protecting the environment.		Council, in leading by example and ensuring its operations are as sustainable as possible, with reduced emissions, has continued to focus on community education campaigns and services to work towards Council's 2050 community emissions target. Operational emissions monitoring continued during this reporting period and Council received a B rating for its progress in the Carbon Disclosure Project. Council continued work on infrastructure for E-vehicles and is looking to progress in Water Stewardship.

2.4: Develop and implement policies and procedures that embed resilience principles to address risks arising from natural disasters such as bushfires, flooding and extreme weather events

2.4A: Implement policies and procedures addressing risks from natural disasters.

Action Code	Action Name	Status	YTD Comments
2.4Ai	Implement the Canterbury Bankstown/Georges River Bush Fire Management Plan.		As a member of the Canterbury Bankstown/Georges River Bush Fire Management Committee, Council participates in the management of the Canterbury Bankstown/Georges River Bush Fire Management Plan and implementation of required actions.
2.4Aii	Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC).		Council chaired a Local Emergency Management Committee meeting in this quarter and is nearing completion of an updated draft of the Georges River Local Emergency Management Plan in collaboration with all LEMC members. This is expected to be finalised in the next quarter.
2.4Aiii	Implement the Environmental Resilience Action Plan.		Progress towards actions committed within the Environmental Resilience Action Plan is positive with the majority of actions having commenced or been completed. This action will remain ongoing until 2040 with completion subject to funding. Projects are being prioritised for budget application.
2.4Aiv	Develop the floodplain risk management strategy and plans.		In Q2 a significant public exhibition for Blakehurst and Kogarah Bay Wards was undertaken for 8 weeks. Community consultation was completed in December 2025. The team is currently working to provide formal responses to individual feedback received during the public exhibition period. It is expected that this project will be completed by June 2026. Furthermore, in Q2, a high-level flood risk mitigation option assessment report was completed by a consultant which

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
			identified five high level risk mitigation options for the Moore Reserve catchment.

2.5: Implement programs and activities to ensure that local bushland and waterways are healthy and biodiverse

2.5A: Represent Council's ambitions for the Georges River through the Georges Riverkeeper.

Action Code	Action Name	Status	YTD Comments
2.5Ai	Support the Georges Riverkeeper on an ongoing basis to progress joint programs for the benefit of the Georges River. (Support for the GRCCC is subject to ongoing budget bids).		Council works closely with the Riverkeeper, attending quarterly committee meetings, and contributing project management support throughout the year. Council is currently working with the Riverkeeper to implement the Catchment Management Plan.

2.5B: Develop and implement planning controls to protect the scenic character of the foreshore.

Action Code	Action Name	Status	YTD Comments
2.5Bi	Progress the planning proposal to amend the Georges River LEP to introduce biodiversity and character provisions.		The Planning Proposal was sent to DPHI for a Gateway Determination on 9 July 2025. A Gateway Determination with Conditions was issued on 9 October 2025. The Conditions were addressed and returned to DPHI, and an Alteration of the Gateway Determination was issued on 14 January 2026. Amendments to the GRDCP have also been prepared to support the Planning Proposal, and both are scheduled to be exhibited in early 2026.

2.5C: Maintain Council's marine and foreshore assets to be functional and safe.

Action Code	Action Name	Status	YTD Comments
2.5Ci	Plan for and scope the annual marine infrastructure program.		Council's Open Space asset team have developed a 4-year Marine Renewal Program with priority projects for renewal/upgrade identified as Endeavour Street Seawall and Anderson Park Seawall.

Completed		On Track		Off Track		Cancelled	

2.6: Adopt and promote measures to increase the tree canopy, bushland and reinstate our biodiversity including endemic flora and fauna

2.6A: Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area.

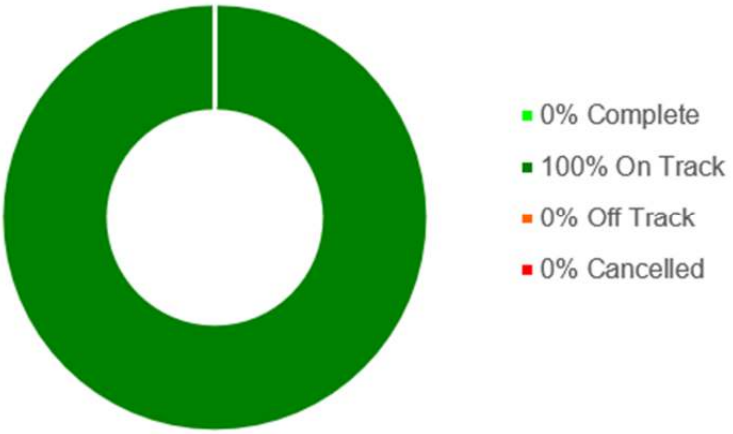
Action Code	Action Name	Status	YTD Comments
2.6Ai	Maintain the Significant Tree Register for the Local Government Area.		The Register is published on Council's website and will be managed in accordance with the Tree Management Policy. The significant Tree Register will be reviewed every 5 years (due in 2028) and further nominations for inclusion of trees onto the Significant Tree Register will occur when a significant number of nominations are submitted (10+) or at a five-year review (subject to funding).
2.6Aii	Deliver the annual tree maintenance program in line with the requirements outlined in the Tree Management Policy.		All tree works and tree permit application determinations were undertaken by Council's Tree Management Team in accordance with Council's Tree Management Policy (TMP) 2024.
2.6Aiii	Ensure all approvals for the removal of public trees and the Tree Replacement Program are aligned with Council's Tree Management Policy.		All approvals for tree removal are in line with Part- 4.6.3 of Tree Management Policy 2024.

2.6B: Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment.

Action Code	Action Name	Status	YTD Comments
2.6Bi	Implement the annual Bush Regeneration Program.		Implementation of the bush regeneration program is currently on track with engagement of contractors complete. Contractors, internal Bushcare Officers and volunteers progress bush regeneration activities to enhance bushland resilience.
2.6Bii	Implement the high priority recommendations of the Biodiversity Study 2021 including preparing a Biodiversity Strategy. (Subject to ongoing budget bids).		The implementation of the Strategy recommendations is subject to future available funding. The delivery of the Biodiversity Strategy was not funded for delivery during the 2023/24, 2024/25 nor the 2025/26 financial year.

Completed		On Track		Off Track		Cancelled	

Pillar 3: Our Economy



Achievements

- ✓ Hurstville Night Markets EOI developed.
- ✓ Continued collaboration with other organisations to promote innovation and economic activity.



Completed		On Track		Off Track		Cancelled	

Performance Indicators

Description	Annual Target	Q1 Actual	Q2 Actual	Status	Comments
Percentage of reported graffiti removed within 5 days	> 80%	85%	82%		201 graffiti service requests have been completed YTD with an average 83.5% removed within 5 days.
Kilometres of roads swept	> 30,000	4,946	4,185		9,131 kilometres of road swept YTD. The full year metric of 30,000 kilometres swept is unlikely to be achieved during normal operations.
Percentage of engineering operations service requests actioned against works scheduled	≥ 85%	100%	100%		The use of CiAnywhere and ongoing development of new and updated job categories continues to enable effective scheduling and job completion.
All 24 commercial centres cleaned daily	100%	100%	100%		Council's multipurpose service delivery crews continue to clean commercial centres of the LGA each morning.
Cleansing of public amenities daily	100%	100%	100%		Operational amenities staff conduct a daily scheduled run, with an additional pressure wash of all sites targeted for a 6-weekly cycle.

Action Progress

3.0: We create a strong vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.

3.1: Support local businesses to help protect jobs and create employment opportunities

3.1A: Implement initiatives in key economic sectors in response to the Economic Development Strategy.

Action Code	Action Name	Status	YTD Comments
3.1.Ai	Implement the Advocacy Impact Plan through targeted and strategic advocacy initiatives, including the Maintenance of the Advocacy Register for the organisation.		The advocacy agenda was refined and a register maintained. An Advocacy Plan will be developed in 2026.
3.1Aii	Provide a suite of resources, information and events to support local businesses to be innovative and grow.		Council Officers engaged with universities for strategic partnerships. Developed the EOI for the Hurstville Night Markets. Published Councils e-newsletter and maintained a strong relationship with Business Chamber South.

Completed		On Track		Off Track		Cancelled	

3.1B: Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.

Action Code	Action Name	Status	YTD Comments
3.1Bi	Facilitate three meetings annually of the Georges River Economic Leadership Group that enables genuine and authentic engagement for the preparation of the next Georges River Economic Development Strategy.		The Economic Leadership Group held 3 meetings in 2025 and concluded in December. Council officers sought feedback from ELG members and are assessing options for 2026.

3.1C: Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities.

Action Code	Action Name	Status	YTD Comments
3.1Ci	Deliver a comprehensive and integrated campaign, “Sydney's Connected Community” to an audience across the Sydney Metropolitan Region.		The 'Sydney's Connected Community' campaign is being explored as part the development of the Economic Development Strategy and the refresh of Council’s Advocacy Strategy.

3.1D: Building tertiary partnerships that will support the growth of innovation in the region.

Action Code	Action Name	Status	YTD Comments
3.1Di	Build strategic partnerships with tertiary and industry stakeholders that support future investment and collaboration opportunities in the region.		Council officers initiated and maintained key relationships with university partners.

Completed		On Track		Off Track		Cancelled	

3.2: Identify and implement initiatives to grow the night-time economy across the council area

3.2A: Deliver programs to activate and increase the night time economy in town centres.

Action Code	Action Name	Status	YTD Comments
3.2Ai	Implement the Places We Love and Open Street NSW Government Grants to increase street activation and drive new night time economy opportunities in the Georges River LGA.		Council applies for relevant grants and supports community groups and businesses to do the same. EOI for the Hurstville Night Markets has been developed and Council works closely with Business Chamber South on activations.

3.3: Maintain local town centres and public spaces to ensure they are clean, attractive and safe for local communities and visitors

3.3A: Maintain Council's open space and town centres to be functional and safe.

Action Code	Action Name	Status	YTD Comments
3.3Ai	Undertake annual programmed and reactive cleansing of Council's green open spaces and town centres.		Sites were routinely litter picked, blown out and tidied. Parks and other open spaces were serviced on a 21-day schedule with frequent monitoring in between, with town centres visited daily. The procurement process for the Hurstville CBD Deep Clean was finalised, with a contractor engaged to deliver services from the second week of January through to completion ahead of the Lunar New Year event in February 2026.

3.4: Encourage and support place-based events and activities to activate town centres

3.4A: Work with other directorates and teams to implement, promote and market long-term place-based initiatives.

Action Code	Action Name	Status	YTD Comments
3.4Ai	Continue to implement place-based public domain initiatives across the Georges River Local Government Area.		Place based initiatives being led or supported by Economic Development include, Hurstville Night Markets EOI, Penshurst Public Domain Pan, Narwee City Centre upgrade.

Completed		On Track		Off Track		Cancelled	

3.5: Implement greening and planting initiatives in town centres

3.5A: Assist and promote the greening and creation of open space in our town centres

Action Code	Action Name	Status	YTD Comments
3.5Ai	Continue to drive increased greening and creation/improvement of open space in our town centres.		Advocacy for additional open spaces and soft landscaping via involvements in review of Council's town centre masterplans such as Kogarah, Riverwood and Penshurst is ongoing.

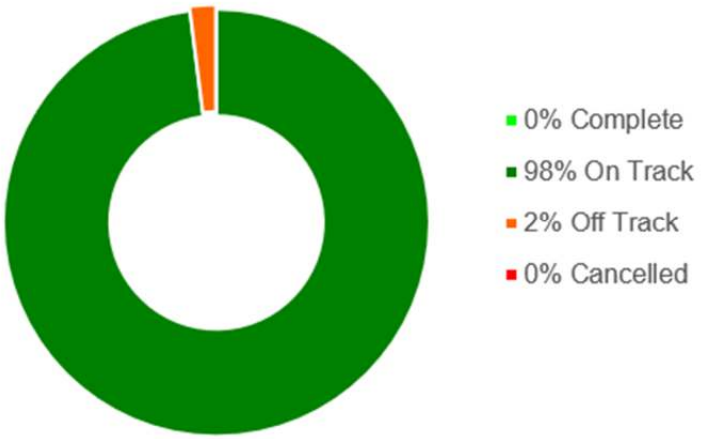
3.6: Protect employment growth and services during land rezoning processes

3.6A: Implement the recommendations of the Commercial Centres Strategy.

Action Code	Action Name	Status	YTD Comments
3.6Ai	Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area (Part 2).		Part 2 of the Centres Strategy was repurposed as an action plan to identify centres that require immediate review. A comprehensive prioritisation review was completed, and the outcome was a positive health check for the centres. As a result, there was no immediate need for structure plans to be completed and the allocated funding for the 2024/25 financial year was forfeited. A draft Strategy was finalised in December 2025, which will be reported to the Executive Team in early 2026.

Completed		On Track		Off Track		Cancelled	

Pillar 4: Our Built Environment



Achievements

- ✓ Development Application processing times continued to reduce.
- ✓ Council's Affordable Housing Contribution Scheme was developed and endorsed.
- ✓ Road safety was promoted at the Breakfast Torque event, in conjunction with Sutherland Shire Council.
- ✓ Capital works program planning and delivery remained on schedule.



Completed		On Track		Off Track		Cancelled	

Performance Indicators

Description	Annual Target	Q1 Actual	Q2 Actual	Status	Comments
Percentage of pothole requests made safe and scheduled for repair within 48 hours	100%	26%	44%		1,005 pothole service requests have been received YTD, with 312 made safe within two business days. 779 requests (78%) were made safe within a 5 business-day timeframe.
Civil design for private works completed within timeframe	> 90%	100%	100%		65 driveway applications were received enabling progression to design. 65 driveway packages completed and provided to applicants in Q2. 8 stormwater applications were received and 8 approved in Q2.
Maintain the Asset Renewal Ratio above industry benchmarks	> 100%	21%	22%		The Asset Renewal Ratio in at 22% for Q2.
Percentage of utility restorations completed within timeframe advised.	≥ 80%	96%	99%		292 utility requests have been received YTD with 286 having been actioned within the advised timeframe.
Percentage of occupancy across Council-owned commercial properties	> 90%	91%	91%		Occupancy rate remains at 91% for Q2.
Percentage of planning proposals meeting Gateway determination timeframes	> 85%	100%	100%		All planning proposals are on track to meet Gateway determination timeframes. No planning proposals were finalised in Q2.
Average gross assessment times (in days) on DAs	< 105	164	151		Substantial progress has been made towards completing all actions in the action plan, improving processes and procedures to meet the Minister's expectations order. Minister's expectations 105 days - Council is reducing this number each quarter to get to 105 days.
Average gross assessment times (in days) on DA Modifications, DA reviews	< 105	151	133		Average gross assessment times 147 days (DAs, modifications, DA reviews), which is getting close to the minister expectation of 105 days (previously 115 days last financial year).
Average time (in Days) from DA lodgement to notification	< 15	7	11		Improved processes to ensure notification occurs within a shorter amount of days in accordance with the action plan.
Average time from Portal lodgement to Council lodgement	7	14	8		Working towards reducing average time from Portal lodgement to Council lodgement.
Hectares of sports fields mowed	43	43	43		Sports field mowing targets have been achieved YTD as all fields continue to be regularly mowed.

Completed		On Track		Off Track		Cancelled	

Action Progress

4.0: We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.

4.1: Manage development assessment processes to reflect the intent of local planning instruments, state planning objectives and community priorities

4.1A: Monitor and standardise DA assessment reports and templates.

Action Code	Action Name	Status	YTD Comments
4.1Ai	Ensure DA assessment report templates continue to reflect current planning controls and peer review processes.		Many of our reporting templates, letters, processes and standard conditions of consent have recently been updated to reflect current planning controls and best practice
4.1Aii	Ensure DA assessment templates are up to date and reflect any legislative changes and maintain peer review processes.		Report templates, standard letters, process templates and conditions of consent have been recently updated to reflect changes in legislation and current best practice

4.1B: Provide ongoing education to the community about controls to the development and building approval processes.

Action Code	Action Name	Status	YTD Comments
4.1Bi	Hold community information session on planning development and building sessions and ensure website is up to date.		Mid-year workshops planned. Meeting with applicants to educate on a case by case basis.
4.1Bii	Provide and maintain up to date self-help information on Council's website.		Continuously updating the website to reflect improvements for customer experience

Completed		On Track		Off Track		Cancelled	

4.2: Create local policies and initiatives to encourage a greater supply of housing diversity, quality design and sustainability principles

4.2A: Develop and implement an Affordable Rental Housing Contributions Scheme.

Action Code	Action Name	Status	YTD Comments
4.2Ai	Develop and implement an Affordable Rental Housing Contributions Scheme		The draft Affordable Housing Contribution Scheme (AHCS) was reported to ET in August 2025 recommending Option 2, where a Community Housing Provider would manage the affordable rental housing. A Councillor briefing took place in October 2025, followed by a report to the Environment and Planning Committee and Council in November 2025. Council endorsed the draft AHCS and the preparation of a Planning Proposal, which is now being drafted.

4.2B: Explore opportunities for affordable housing in Council redevelopments.

Action Code	Action Name	Status	YTD Comments
4.2Bi	Affordable housing to be considered in conjunction with the wider property strategy associated with the Civic Precinct redevelopment.		Council's Affordable Housing Contributions Scheme was endorsed by Council at the December 2025 Council meeting.

4.2C: Develop policies to encourage diversity of housing that ensures quality design and sustainability principles.

4.2D: Complete Master Plans for local centres that will revitalise and respond to the community's ideas and aspirations for the future.

Action Code	Action Name	Status	YTD Comments
4.2Di	Complete a Master Plan for Beverly Hills Local Centre.		In May 2025, DPHI advised that the Moomba to Sydney Ethane Pipeline would be repurposed to carry Natural Gas, changing its risk profile. As a result, an updated Risk Report has now been prepared, and the draft Master Plan is currently being updated. A further report will be presented to Council outlining the next steps for the Master Plan and its planned public exhibition in the first half of 2026.
4.2Dii	Implement the Mortdale Local Centre Master Plan.		Implementation of the Master Plan commenced in February 2025, with community workshops held in May 2025. ET considered a report on the Infrastructure Delivery Approach in September 2025. The Planning Proposal and draft Development Control Plan (DCP) amendment were reported to the Local Planning Panel in December 2025. The draft DCP and Planning Proposal will be reported to Council in early 2026.
4.2Diii	Commence the preparation of a Master Plan for the		Preliminary community consultation ran from 28 May to 22 June 2025, with community workshops and an Advisory Committee workshop held in June 2025. A Councillor briefing on the vision and engagement outcomes was held in July

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
	Riverwood Local Centre.		2025. The Background Report, including the updated Hazard Risk Assessment findings and the Preferred Structure Plan, were finalised in September 2025. A draft Master Plan was provided in October 2025 for internal feedback, and a revised version was received in January 2026. The draft Master Plan will be reported to Council for endorsement to exhibit in early 2026.
4.2Div	Commence the preparation of a Master Plan for the Kogarah Strategic Centre.		Preliminary community consultation on the draft vision and urban design principles ran from 28 May to 16 June 2025, with community workshops held in June 2025. A Councillor briefing on the vision and engagement outcomes was held in July 2025. The final preliminary consultation report was received in August 2025, and a draft Master Plan package was provided in October 2025 for internal feedback. Council feedback was provided in December 2025, and a revised version is expected in February 2026.
4.2Dv	Include the recommendations of the CINAAAS for open space provision in the review of the development contributions plan.		The review of the Contributions Plan Works Schedules is ongoing.

4.3: Plan and provide a range of appropriate public transport services such as train and bus services

4.3A: Pursue State Government priority for improved public transport services to the LGA.

Action Code	Action Name	Status	YTD Comments
4.3Ai	Continue to lobby Transport for NSW and the Minister for Transport for improved public transport options.		Council continues to advocate and work with Transport for NSW and the Minister for Transport for improved public transport options. This includes lobbying in regard to Beverly Hills Commuter Car Park.
4.3Aii	Conduct economic modelling to explore the viability of reinstating train services to Kogarah in peak periods.		Council continues to advocate to stakeholders for improved public transport services.
4.3Aiii	Review the status of the actions from the various transport strategies that have been prepared for Council and report to Council on a yearly basis.		Five new Mobility Parking Spaces were delivered across the Georges River Local Government Area. In addition, four new GoGet carshare parking spaces were progressed for Mortdale, Allawah and Kogarah, with Council approval obtained. GoGet completed the installation of four new GoGet carshare parking spaces including the associated signage and road markings following council approval.

Completed		On Track		Off Track		Cancelled	

4.4: Plan, maintain and improve safe and connected roads, footpaths and cycleways

4.4A: Increase community and road safety in Georges River Local Government Area.

Action Code	Action Name	Status	YTD Comments
4.4Ai	Plan for the annual traffic and transport program.		Traffic and transport projects for consideration of inclusion in the 2026/27 Capital Works Program have been identified.
4.4Aii	Deliver the annual traffic and transport program.		Delivery of the capital works program for traffic and transport assets is progressing on schedule, with planning, design, and early construction activities advancing as expected. Current projects are meeting delivery targets, and no major issues have been identified that would impact overall program completion at this stage.
4.4Aiii	Deliver the annual road safety program.		A number of road safety programs were undertaken in Q2, including two child restraint checking days and promotion of road safety at the Breakfast Torque event (26 October 2025) in conjunction with Sutherland Shire Council. Speed radar VMS boards were also installed at Ferry Avenue, Beverley Park and Joseph Street, Blakehurst for a period of three months in November 2025.

4.4B: Maintain Council's footpath and shared path network to be functional and safe.

Action Code	Action Name	Status	YTD Comments
4.4Bi	Deliver the capital works program for new footpaths.		Delivery of the capital works program for new footpaths is progressing on schedule, with planning, design, and early construction activities advancing as expected. Current projects are meeting delivery targets, and no major issues have been identified that would impact overall program completion at this stage.
4.4Bii	Plan Council's annual capital renewal and maintenance programs for footpaths and shared paths.		Condition assessments for footpath assets were undertaken throughout 2025. Council is currently working on a tender for the footpath grinding program. Footpath renewal program based on the condition assessment outcome is due to be completed by May 2026.
4.4Biii	Plan for Council's new footpaths and shared paths.		Council Officers are identifying footpath missing links and missing footpaths within town centres and within a 1.5km radius of school zones. A GIS map is being prepared. CRMs for new footpaths are being reviewed. A new footpath program for delivery in 2026/27 will be developed in Q3.
4.4Biv	Deliver the annual capital works program for footpath renewals.		The 4 streets programmed in Q2 have been completed with 480m of footpath renewed.
4.4Bv	Undertake reactive maintenance works of Council's existing footpath networks.		All Q2 programmed footpaths works completed with 310Lm of footpath replaced.

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
4.4Bvi	Commence design of active transport and micro mobility routes within the local government area.		Project commenced in 2025. An Oatley Commuter Cycling Network has been identified and supported by Transport for NSW (TfNSW). The network connects Hurstville, Penshurst, Mortdale and Oatley, and continues to the Oatley Como cycleway network into the Sutherland Shire. This network has been approved for grant funding for detailed design. Further investigations are ongoing to identify the best routes for active transport as part of a larger recreational commuter network.

4.4C: Maintain Council's playgrounds to be functional and safe.

Action Code	Action Name	Status	YTD Comments
4.4Ci	Develop the playground strategy to include new, upgrade, renewal and decommissioned playgrounds.		The first round of community engagement for a new Playspace Strategy has commenced and is due to close on 6 February 2026. A detailed assessment of community feedback will inform the draft Strategy.
4.4Cii	Deliver the annual capital works program for playgrounds.		Delivery of the capital works program for new playgrounds is progressing on schedule, with planning, design, and early construction activities advancing as expected. Current projects are meeting delivery targets, and no major issues have been identified that would impact overall program completion at this stage.
4.4Ciii	Conduct quarterly playground inspections aligned with the current requirements and deliver the annual maintenance program.		The scheduled Q2 comprehensive playground inspection was completed, covering 128 playgrounds and outdoor fitness equipment sites across the LGA.

4.4D: Maintain Council's road assets (roads, kerb and gutter, retaining walls and bridges) to be function and safe.

Action Code	Action Name	Status	YTD Comments
4.4Di	Plan for Council's road assets renewal and upgrade program.		Council officers continued program planning.
4.4Dii	Deliver the annual capital works program for new and renewal of road assets.		Delivery of the annual capital works program for new and renewal road assets is progressing as planned, with design, procurement, and early construction activities on schedule. Current works are tracking to meet annual targets, and no significant risks have been identified that would affect delivery at this stage.

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
4.4Diii	Undertake reactive maintenance works of Council's road assets.		1,005 pothole service requests have been received YTD. Once potholes are made safe, they are condition-assessed on a scale of 1 to 5, and any assessed at Condition 4 or 5 are added to the heavy patching program for future repair, subject to available budget. To date, a total of 60 heavy patch repairs have been completed or programmed for completion, which has all but exhausted the current operational road-repair budget. A further 314 heavy patch repairs remain outstanding and will be scheduled in future works programs as funding becomes available.

4.4E: Maintain Council's stormwater assets to be functional and safe.

Action Code	Action Name	Status	YTD Comments
4.4Ei	Plan for Council's stormwater assets renewal and upgrade program.		Council officers finalised the proposed stormwater asset renewal and upgrade program for 2026/27. Preparation of detailed scoping documents is underway.
4.4Eii	Deliver the annual capital works program for new and renewal of stormwater assets.		The stormwater program is currently under review, to determine scale and priorities. Delivery of the capital works program for new and renewed stormwater assets is progressing on schedule, with planning, design, and early construction activities advancing as expected. Current projects are meeting delivery targets, and no major issues have been identified that would impact overall program completion at this stage.
4.4Eiii	Undertake reactive maintenance works of Council's stormwater assets.		Q2 Stormwater service requests were completed as they arose.

4.5: Plan, maintain and manage public parks, facilities and open spaces to provide diverse active and passive recreation options

4.5A: Ensure our parks and reserves have updated Plans of Management and Master Plans.

Action Code	Action Name	Status	YTD Comments
4.5Ai	Continue Plans of Management for Crown Lands in accordance with the Crown Land Management Act.		The following Plans of Management were underway in Q2: Amendment to Generic Plans of Management - for the Hurstville Golf Course Club House Amendment to Generic Plans of Management - to include Tom Uglys Point Reserve, Dover Park East, Shipwrights Bay Reserve, Oatley Point Reserve and Claydon Reserve Beverley Park Plan of Management Carss Bush Park and Todd Park Plan of Management and Master Plan Hogben Park Master Plan Jubilee Stadium Precinct Plan of Management and Master Plan

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
4.5Aii	Prepare the Plan of Management and Master Plan for Carss Bush Park and Todd Park		A report to exhibit the draft Plan of Management (PoM) and Master Plan was endorsed by the Environment and Planning Committee and Council in May 2025, subject to Crown consent. The PoM and Master Plan were referred to Crown Lands in May 2025, and Crown approval to exhibit was received in October 2025. Public exhibition ran from 5 November to 17 December 2025, including a drop-in session on 22 November and a Public Hearing on 25 November. Submissions are currently being considered. The PoM and Master Plan will be reported to Council in the first half of 2026. A separate Native Title process for the Crown Lands parcels is also underway.
4.5Aiii	Commence the Plan of Management and Master Plan for the Jubilee Stadium Precinct.		A report to exhibit the draft Plan of Management (PoM) and Master Plan was endorsed by the Environment and Planning Committee and Council in March 2025, subject to Crown Lands consent. The PoM and Master Plan were referred to Crown Lands in April 2025. Following discussions with Crown Lands, the categories of General Community Use, Sportsground and Park were confirmed in August 2025. A report on the revised categorisation of Crown Land was endorsed by the Environment and Planning Committee and Council in November 2025, and the revised PoM was referred back to Crown Lands. Crown endorsement to exhibit was received in December 2025. Public exhibition is planned to commence in February 2026.
4.5Aiv	Commence the Plan of Management for Beverley Park Golf Course.		Community engagement on the draft Plan of Management (PoM) ran from 12 February to 14 March 2025, including a drop-in session on 22 February 2025. A total of 354 survey responses were received. Council staff and St George Leagues Club were consulted in May 2025. A Councillor briefing on the engagement outcomes was presented in May 2025. The draft Issues and Options Paper was received on 9 October 2025. The PoM is under preparation.

4.5B: Maintain Council's sports fields to optimise use and availability.

Action Code	Action Name	Status	YTD Comments
4.5Bi	Plan for Council's sports fields renewal and upgrade program.		Proposals for sports field turf upgrades, sports lighting upgrades and resurfacing of synthetic turf fields based on sites identified in the 4-year planning program for sports field renewal and upgrade were prepared for budget consideration. Scoping of these projects are underway for future budget consideration.
4.5Bii	Deliver the annual capital works program for new and renewed of Council's sports fields.		Delivery of the capital works program for new and renewed sports fields is progressing on schedule, with planning, design, and early construction activities advancing as expected. Current projects are meeting delivery targets, and no major issues have been identified that would impact overall program completion at this stage.
4.5Biii	Undertake reactive maintenance works		Q2 sports turf maintenance as intended with spring weed and pest control undertaken. Post winter renovations and turf patching completed. Increased irrigation from November 2025

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
	of Council's sports fields.		due to drier conditions with several extreme heat days of +40 degrees - but no significant problems. Renown and Peakhurst soccer pitches had intensive coring and sanding to improve rootzone and drainage. Reduced sand topdressing was done in Q2 on Tier 3 fields this year to prioritise increased deep decompaction. Cricket preparations ongoing with minimal disruptions from rain.
4.5Biv	Implement the two year trial of Council managed synthetic sports fields as part of the CINAAAS.		Peakhurst and Poulton Park Synthetic Fields were transitioned to under Council-management from 1 June 2025, with bookings managed via Council's online booking system. Vanessa Street Multi-Courts is the final synthetic facility to transition to Council management for a trial 2-year period. Council and the facility operator commenced transition meetings, with a transition plan to be developed in Quarter 3 of 2025/26.
4.5Bv	Complete a quality audit of open space as part of the CINAAAS.		Future report to be presented at the end of the two-year trial.
4.5Bvi	Explore options for 'informal' recreation through management of open space as part the CINAAAS.		Council has allocated funding in the 2025/26 budget to develop a comprehensive 'Play Plan', which will guide the strategic distribution, recreational scope, and accessibility of play spaces across the Georges River LGA. The Play Plan aims to ensure play facilities meet community needs, promote active lifestyles, and support inclusive and safe environments for children and families. Currently community consultation for the 'Play Plan' is underway and Council is awaiting the outcomes of this engagement. Community Consultation on the Play Plan closes on 6 February 2026, with the timeline for the plan scheduled for adoption in June 2026.

4.5C: Maintain Council's aquatic facilities to achieve community service delivery outcomes.

Action Code	Action Name	Status	YTD Comments
4.5Ci	Develop site specific asset management plans for Council's existing aquatic facilities.		Council officers completed a Request for Quotation (RFQ) for the asset management plan (AMP) for sites including Hurstville Aquatic and Leisure Centre, Sans Souci Aquatic and Leisure Centre, Jubilee Stadium and three commercial properties. Plans are scheduled to be complete by June 30.

4.5D: Maintain Council's buildings to be functional and safe.

Action Code	Action Name	Status	YTD Comments
4.5Di	Undertake annual programmed and reactive maintenance works of Council's buildings.		All programmed maintenance routines have been conducted and reactive maintenance requests actioned, subject to available budget. 496 service requests were received in Q2.

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
4.5Dii	Plan for annual capital renewal program for Council buildings.		The proposed building capital renewal program for financial year 2026/27 has been completed and is pending approval.

4.6: Plan for and manage collaboratively with the three spheres of government to improve community assets and facilities

4.6A: Progress the construction of a new aquatic facility in the LGA.

Action Code	Action Name	Status	YTD Comments
4.6Ai	Assist the NSW Government to construct a new aquatic facility at Carss Park.		Capital Guidelines submitted and approved by the Office of Local Government. Further work is required to identify the funding source for the $5 million contribution which is dependent on the strategic property strategy.

4.7: Manage and maintain community access to local waterways and bushland

4.7A: Plan for and implement improved access to waterways and bushlands.

Action Code	Action Name	Status	YTD Comments
4.7Ai	Plan foreshore access and improvement plan actions.		A number of projects have been proposed and planned. 2 projects have been completed, namely, Donnelly Park and Lugarno Parade.
4.7Aii	Plan for the implementation of associated master plans.		Tom Uglys Point Reserve construction redesign of the seawall and fishing platform was completed in Q2, 2026. Construction will commence in February 2026. Donnelly Park foreshore construction is on track to reach practical completion by Q3 of 2026. Oatley Park Security and access improvement project is under way; a suitable contractor is being procured. Detailed design for Morshead Drive boardwalk was completed in Q2, linking the East West pedestrian link via Oatley Bay and Moore Reserve. A RFQ is in progress for a suitable contractor.
4.7Aiii	Deliver the Donnelly Park Seawall.		Rain and marine conditions delayed capacity to complete foreshore by December 2025. Project remains on track for completion within 25/26 Financial Year.

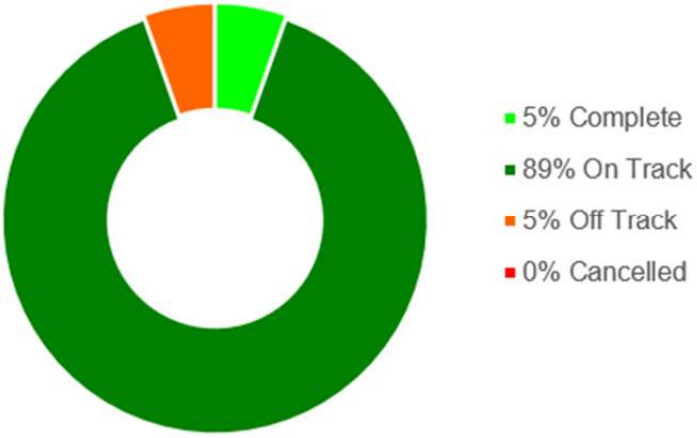
4.8: Prioritise investment in infrastructure

4.8A: Plan for and implement a purchasing program for property requiring compulsory acquisition identified in the comprehensive LEP.

Action Code	Action Name	Status	YTD Comments
4.8Ai	Acquire land for open space purposes as identified in the Local Environmental Plan.		Lands continue to be acquired for open space purposes via private treaty negotiation process. Property Strategy in process of being updated and once complete, will identify further lands required for future open space acquisition.

Completed		On Track		Off Track		Cancelled	

Pillar 5: Our Governance



Achievements

- ✓ Georges River Council's website recorded 406,182 page views and 107,516 active users in Q2.
- ✓ Your Say platform had 48,324 visits, 189 new registrations, and 47 consultations.
- ✓ Implemented key initiatives from Our People Plan, including Leadership Community of Practice, wellbeing programs, health awareness sessions, inter-council soccer and Safe Work Month.
- ✓ Strategic Risks Statement was endorsed as part of the Annual Risk Review by Finance & Governance Committee and Council.



Completed		On Track		Off Track		Cancelled	

Performance Indicators

Description	Annual Target	Q1 Actual	Q2 Actual	Status	Comments
Actual year-to date income is no more than +/- 5% from the year-to-date approved budget	< 5%	2%	2%		Income above target mainly due to stronger than anticipated return on investments.
Actual year-to-date expenditure is no more than +/- 5% from the year-to-date approved budget	< 5%	-2%	-3%		Expenditure under budget mainly due to savings in employee costs and the timing of some materials and services spend.
Actual year-to-date Employee Costs are no more than 1.5% over the year-to-date approved budget	< 1.5%	1%	-5%		Savings in employee costs due to vacancies; timing of the provisioning for annual leave and also savings in payments made for the defined benefit scheme.
Investment portfolio returns for the past 12 months exceed industry benchmark as disclosed by Councils investment advisor	Exceed Benchmark	0%	1%		For quarter 2, the financial year to date performance return in Council's investment portfolio was 2.386%. It is 0.556% above the Bloomberg Ausbond Bank Bill Index of 1.83%. The benchmark was much higher during the quarter, and the Council's portfolio delivered relatively higher returns. Relative performance has tended to expand significantly as the financial year has progressed.
Rates and annual charges outstanding	< 5%	14%	8%		The ratio has begun to decline as anticipated, reflecting continued collection activity following the initial rate levies in the first quarter. It is anticipated to continue decreasing throughout the year.
Percentage compliance with statutory and legislative reporting requirements (Office of Local Government Compliance Calendar)	100%	100%	100%		The Governance and Risk Team ensures Council is compliant with any legislative and/or voluntary requirement to keeping a register in relation to OLG compliance is completed with all obligation compliant or on track for completion by the relevant date.
Percentage of WHS Incident Management Corrective Actions finalised within agreed times	≥ 80%	86%	88%		Total of 82 actions finalised.
Percentage of Cyber Threats blocked	> 90%	98%	98%		Through a layered security framework, Council successfully blocked 98% of cyber threats, ensuring strong protection of corporate systems and data.
Cyber Threat Preparedness	> 90%	95%	95%		Microsoft Sentinel is now fully operational and improving our visibility and response to security threats. Email Security DMARC compliance is 99.67%. Identity protection measures and Network Access Control system also contribute.
Percentage of important devices on the Council's network that are fully updated	> 95%	100%	100%		Overall patching performance remains on track, with turnaround times consistently meeting our 48[obj]hour target for critical updates.
Percentage of legal cases determined in accordance with Council's corporate and	> 75%	100%	100%		Over the last six months all prosecutions have been determined in Council's favour.

Completed	On Track	Off Track	Cancelled

strategic objectives including successful prosecutions (convictions) and/or fines for major environment offences, including tree breaches					
Attempted resolution of Class 1 merit appeals by way of alternative dispute resolution such as s34 conciliation wherever possible and appropriate	100%	100%	100%		Over the last six months the majority of Class 1 Appeals were resolved in Council's favour either by entering into S34 Agreements or resolved following amended plans being provided during a Court hearing.
Council decisions made at meetings closed to the public	< 10%	4%	0%		No decisions were made at meetings closed to the public for Q2.
Percentage of Council Meeting business papers made publicly available on Council's website at least three days prior to each meeting	100%	100%	100%		All Council Meeting business papers were made publicly available on Council's website within the timeframe.
Percentage of Committee Meeting business papers made publicly available on Council's website at least three days prior to each meeting	100%	100%	100%		All Committee Meeting business papers were made publicly available on Council's website within the timeframe.
Number of registered speakers at Council Meetings	> 5	75	43		There were 43 registered speakers at Council Meetings in Q2.
Number of registered speakers at Committee Meetings	> 0	0	3		There were 3 registered speakers for the Committee Meetings in Q2 - Environment and Planning
Percentage of GIPAs completed within legislated timeframe	80%	83%	67%		In Q2 - 12 applications became due, of which 4 were overdue. Resource allocation not matching volume of incoming applications is resulting in delays.
Percentage of risks within risk appetite and tolerance levels	80%	72%	73%		In Q2 2025-26, there are 22 operational risks and 2 strategic risks outside of appetite. This is an improvement from 2024-25, which recorded 29 operational risks outside of appetite.

Completed		On Track		Off Track		Cancelled	

Action Progress

5.0: We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

5.1: Ensure all levels of government consult and engage the community on projects, initiatives and issues which have an impact on their lives

5.1A: Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy.

Action Code	Action Name	Status	YTD Comments
5.1Ai	Continue with shared and joint use program with Department of Education.		Council continues to work with State agencies including the Education Department to facilitate shared use opportunities for the local community.

5.1B: Embed Council's Engagement Strategy as an overarching process for all Council engagement activity.

Action Code	Action Name	Status	YTD Comments
5.1Bi	Maintain on Your Say a community facing dashboard on engagement activity.		This quarter saw the request to our engagement platform provider for the 2024-2025 dashboard. This dashboard, once provided and published, will see five years of publicly available dashboard reporting, published on Your Say Georges River. These dashboards ensure transparency for our community on who is participating in Your Say projects and allows users to trend engagement data and the key consultations that were conducted.
5.1Bii	Expand the suite of resources and training programs for Council staff to create more opportunities for community engagement.		Q2 saw the findings of the Community Engagement Strategy review reported back to the executive, Councillors and proceed to public exhibition. This provided an opportunity to review findings with directors and give them oversight and visibility on the changes proposed, and final advice on how their teams are incorporated. A presentation to Councillors on the strategy, purpose and priorities was delivered and approval for public exhibition was endorsed. For projects that commenced consultation planning in the Q2 period engagement plans identified clear engagement opportunities through the engagement IAP2 Framework. This included designing targeted workshops for the DIAP 2026-2030, on site pop ups for Carss Park Master Plan and Plan of Management, 10+ visits to parks during the Playground and Play Space Strategy. All teams are now provided with a standardised engagement report to explain methodology, communication and outcomes.
5.1Biii	Establish a new baseline for Georges River website		In Quarter 2, the Georges River Council website had 406,182 page views and 107,516 active users. 1,143 pages were modified or published, and 83 website feedback items were

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
	engagement and accessibility utilising new and existing analytics tools.		actioned. Project highlights for the quarter included: A quick escape button was successfully implemented on the Georges River Council website. This feature enables users to discreetly exit sensitive webpages and redirect to a neutral site. It is specifically designed to support individuals in high-risk situations, such as those experiencing domestic violence, by helping them avoid detection from someone who may be monitoring their screen. Continued progress and meetings on preparing scoping document and RFQ with Procurement on a new website Content Management System. Improved readability and accessibility across the website, with a focus on media releases, which are most frequently identified as having higher reading levels.
5.1Biv	Deliver an innovative approach utilising a broad range of tools to enable authentic community engagement.		Q2 saw comparable site visitation at 24,009 visits, but higher contributions at 896 engaged participants, up on 600 last quarter. 25 new consultations were published in the period. The Draft Blakehurst and Kogarah Bay Wards Flood Study consultation continued to pull strong engagement numbers, achieving 70%+ response when asked if the information on our project page easy to read and understand. Kogarah and Hurstville SEP also saw strong positive engagement. Have Your Say on How we Play, despite beginning late into 2025 also saw high participation with mapping tools, ideas wall, and activities for children shared with the community. Carss Park Master Plan, Olds Park Sporting Facility, and Hogben Lighting installation consultations are good examples where building informative engagement created better dialogue and more concise consultation.
5.1Bv	Develop a comprehensive community engagement report for Council's annual report.		Annual Report content for 2024 - 2025 has been submitted to report back on the community engagement undertaken. During that period Your Say achieved record-breaking engagement with 83,977 visits to the platform, a 40 percent increase from the previous period. Council hosted 55 consultations, maintaining our commitment to comprehensive community engagement. Q1+Q2 is so far in a strong position to meet these numbers, with 48,324 visits, 189 new registrations, and 47 consultations.

5.2: Implement a governance framework that covers ethical behaviour, financial management including procurement, risk management and access to information

5.2A: Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and ARIC Charter.

Action Code	Action Name	Status	YTD Comments
5.2Ai	Facilitate ARIC reports to Council on activities and functions, including		The November ARIC meeting minutes were submitted to the full Council Meeting on 8 December 2025 and adopted (CCL129-25). All ARIC reports are available on the business papers on the

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
	an Annual Report from the ARIC Chair.		ARIC Hub and are made available to all members and Councillors.
5.2Aii	Facilitate renewal or replacement of ARIC independent member when required.		There are no more known ARIC Members positions to be renewed or replaced for the remainder of the year.
5.2Aiii	Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Charter requirements to be completed throughout the year.		2026 ARIC Forward Responsibility Calendar prepared and tabled at November 2025 ARIC Meeting - adopted. Any adjustments from meeting to meeting or additional items / requests will be included and supplied as part of each meeting agenda to Members.

5.2B: Promote and create an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance.

Action Code	Action Name	Status	YTD Comments
5.2Bi	Complete the adopted Audit Program annually.		The 2025/26 externally sourced component of the audit program has been grouped together and an RFQ process completed for a suitably qualified audit provider to undertake. The work has been awarded and the contract signed. Initial stakeholder meetings will commence in January.
5.2Bii	Implement any mandatory internal audit guidelines issued by the OLG.		Under the OLG guidelines, the Internal Audit Charter was reviewed and approved. The Charter was tabled at the 27 November 2025 ARIC meeting and adopted by Members (AUD086-25 refers).
5.2Biii	Consider other agencies reports (e.g. ICAC, Audit Office NSW, OLG) relating to internal controls, governance and investigations, and implement actions relevant to Council.		Any external agency report, primarily ICAC or the Audit Office NSW, that considers government internal controls, fraud or audit recommendations are reviewed and presented in the context of GRC to management and the ARIC members.
5.2Biv	Promote and provide governance-focused education, enhancing organisational frameworks, and implementing safeguards to ensure the Council enforces high ethical standards.		There has been an improvement in statistics related to mandatory training for governance related courses – Public Interest Disclosure (PID) officer training increasing from 80% to 84% and PIDs for People Leaders increased from 75% to 85%. Further Code of Conduct Training is planned for Q3.

Completed		On Track		Off Track		Cancelled	

5.2C: Maintain the focus on education, awareness and mitigation with respect to risk management and increase Council maturity in regard to Council's Enterprise Risk Management Framework.

Action Code	Action Name	Status	YTD Comments
5.2Ci	Annually review Council's strategic and operational risks.		All strategic and operational risks were subjected to a thorough annual review in accordance with the comments provided in Q1. The annual risk review will be moved to Q3 to align with Council's other corporate planning,
5.2Cii	Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee and the Executive Team.		A report on the governance frameworks, including Risk, was submitted to the Executive Team. The Audit, Risk and Improvement Committee received the results of the Annual risk review in the Q2 meetings.

5.2D: Maintain online public registers as required under the Government Information (Public Access) Act 2009 and Designated Persons disclosure returns in accordance with Council's Code of Conduct.

Action Code	Action Name	Status	YTD Comments
5.2Di	Continue to maintain online public registers as required including gifts and benefits and Councillor disclosures of interest returns.		Registers are being monitored for compliance and advice and support provided to business unit that holds responsibility for register, data and publication as required. Disclosures require processing for relieving positions, and resourcing implications had led to a delay in the processing of related declarations.

5.2E: Report to oversight bodies, including the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.

Action Code	Action Name	Status	YTD Comments
5.2Ei	Continue reporting statistics to the Office of Local Government, the ICAC, NSW Ombudsman and the Information Privacy Commission in accordance with statutory reporting requirements and Council's Procedures for the Administration of the Code of Conduct and Public Interest Disclosures Reporting Policy.		The Governance and Risk Team ensures Council is compliant with any legislative and/or voluntary requirement to keeping a register in relation to OLG compliance is completed with all obligation compliant or on track for completion by the relevant date.

Completed		On Track		Off Track		Cancelled	

5.3: Maintain a sustainable financial position balanced with demand for services and new projects by evaluating the long-term financial impacts of decisions and ensuring the current generation adequately funds the services it consumes

5.3A: Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future.

Action Code	Action Name	Status	YTD Comments
5.3Ai	Align the annual budget strategy to incorporate proposed new projects and programs, while maintaining long-term financial sustainability.		The 2025/26 original budgeted operating result was a surplus of $2.3 million. The financial performance of Council to December 2025 was $5.0 million.
5.3Aii	Ensure the annual Long-Term Financial Plan adequately highlights emerging risks and outlined actions to remediate.		Annual updating of the LTFP indicates a deficit position will occur in year 3 (shown as Model 1 in the Resourcing Strategy) and will need to be addressed in the coming years. Without intervention from IPART to align the rate peg with the award and cost increases the economy has recently faced, specifically around the cost of construction, Council may have to submit another application for -a Special Rate Variation (SRV) to continue to achieve surplus results. Alternately, Council can conduct service reviews to identify non-essential services that are contributing to the deficits, and invest in asset management plans to prioritise asset management practices and the decommissioning of underperforming or underutilised assets.
5.3Aiii	Provide reports on Council's financial assistance program, including community grants, microgrants, venue hire program, heritage grants, event grants, event sponsorship and donations program.		Actions completed in Q2: Venue Hire Grants 25-26 Rounds 6-7: 4 projects funded, totalling $4,811.13 excl. GST Event Grants and Outgoing Sponsorship: 1 project funded, totalling $19,970. Community Grants 2025-2026 Round 1: $145,000 awarded to 13 of 26 applicants. Micro Grants 2025-2026 Round 1: $3,962 awarded to 4 of 5 applicants. 1 x externally facilitated grant writing workshop 19 x Individual grant meetings Service Review - Financial assistance commenced.

5.4: Undertake effective management of digital frameworks to enable responsive and timely services and information and protect privacy

5.4A: Implement the Digital Resourcing Management Plan.

Action Code	Action Name	Status	YTD Comments
5.4Ai	Implement digital transformation initiatives that improve community		Council continues to expand the range of online forms and application types to improve community access to digital services. Aligned with the broader Digital Plan review, we are prioritising initiatives that deliver a more seamless and accessible

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
	access to council online services.		experience for the community. This includes the development of enhanced customer portals and improved online service offerings, ensuring residents can interact with Council easily and securely.
5.4Aii	Enhance trust by implementing an independent information security audit program to strengthen business resilience and protect Council's data from breaches.		During Q2, the Audit, Risk and Improvement Committee directed a review of the program to ensure it remains effective and relevant. As a result, the audit schedule has been completely revised to prioritise critical audits annually, while less critical audits will now be conducted on a biennial basis. This change ensures resources are allocated where they deliver the greatest risk mitigation and business resilience.
5.4Aiii	Review Council's Enterprise architecture to future proof and enable secure, scalable information services.		Council continues to enhance existing systems to improve efficiencies and functionality for both staff and the community. In parallel, we are actively updating Council's Digital Strategy, to ensure alignment with Council's broader goals and priorities. The updated Digital Plan will inform and establish clear criteria to future-proof Council's technology landscape, ensuring secure, scalable, and resilient information services. This review is critical to support innovation, meet future community needs, and ensure Council's technology investments deliver long-term value.

5.5: Implement leading people practices to create a high performing, capable and resilient workforce

5.5A: Implement a Workplace Health and Safety System to support a safe workplace.

Action Code	Action Name	Status	YTD Comments
5.5Ai	Evaluate Work, Health and Safety (WHS) procedures and implement effective controls to manage WHS risks.		The WHSMS is currently under review. The revised WHSMS, together with the WHS Strategy, is scheduled to be presented to the Executive in Q3. StateCover's Safety Management System, BeSafe, has progressed to live production status. Organisation wide rollout, including launch and targeted education and awareness programs, is forecasted for Q4. Q2 saw the strengthened oversight of workers' compensation claims, with an emphasis on early intervention and ongoing monitoring to support timely resolution and cost containment. In parallel, a strategic focus has been placed on reducing Lost Time Injury (LTI) claims through the application of effective return-to-work and injury management strategies. Collectively, these controls are intended to minimise injury duration, reduce claim costs, and support long-term workforce health, safety and productivity.

Completed	On Track	Off Track	Cancelled

5.5B: Implement Our People Plan (Workforce Management Plan).

Action Code	Action Name	Status	YTD Comments
5.5Bi	Enhance and refine Council's Performance Excellence Program to achieve leading practices in reviewing, managing and recognising performance, fostering an environment where employees are motivated to excel in their roles.		Formal consultation on the proposed PEP changes commenced in Quarter 2 through the Leadership Community of Practice session held in November 2025. A summary of the proposed changes, together with the draft Salary Review Program and revised PEP Program documents, will be released for organisation-wide consultation in Quarter 3.
5.5Bii	Design and implement Council's Inclusion Strategy to ensure a diverse and inclusive workplace, where everyone feels welcomed, valued and empowered to fully participate in how we achieve our mission.		The Executive Team endorsed the draft Inclusion Strategy for staff consultation on 16 December 2025. Organisation-wide consultation will commence in February 2026.
5.5Biii	Refine and strengthen Council's BENE-FIT 360 Program to drive a healthier, happier and more productive and engaged workforce, and promote Council as an employer of choice within the local government sector.		An update to the WHS online induction module was completed in Quarter 2 incorporating an introduction to psychosocial hazards and will be launched with the new Learning Management System (LMS) in Quarter 3. Ongoing work is continuing to embed mental health awareness into onboarding. In Quarter 2, our WELL-FIT quarterly focus shifted to the theme RESET. Some initiatives for this quarter included breast cancer awareness, stroke awareness and prostate cancer awareness sessions, participation in the Johnny Warren and Les Murray Memorial Cup and a SafeWork month event. A Civic Centre-wide survey conducted in 2025 reported very positive results in relation to WELL-FIT initiatives.
5.5Biv	Implement Council's Talent Acquisition and Retention Strategy to enhance diversity and ensure the right people are placed in the right roles with the necessary skills and capabilities.		While the Talent Acquisition Strategy is in place, it has not yet been fully embedded across Council processes. During this quarter, operational recruitment demands have impacted the team's capacity to advance implementation activities.
5.5Bv	Redesign and implement a modern and future lead		In December 2025, the Executive Team approved minor amendments to the existing Flex Fit Policy. The redesign and clarification of what flexibility means for Council will be

Completed		On Track		Off Track		Cancelled	

Action Code	Action Name	Status	YTD Comments
	flexible working scheme that embraces flexibility for success by establishing arrangements that genuinely promote flexibility across our diverse workforce.		addressed as part of the development of the Workforce Strategy.

5.6: Ensure decision making is evidence based

5.6A: Implement and deliver a Councillor induction and professional development program as required by the Local Government Act 1993 to ensure Councillors are able to effectively fulfil their roles.

Action Code	Action Name	Status	YTD Comments
5.6Ai	Provide ample training and development opportunities (offered both externally and internally) to ensure diversity of choice and availability.		Upon approval of the Councillor Induction and Development Policy, Code of Meeting Practice training and a Professional Development Planning session will be conducted at the beginning of 2026.

5.6B: Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan.

Action Code	Action Name	Status	YTD Comments
5.6Bi	Communicate Council's progress against the Community Strategic Plan, Delivery Program and Operational Plan.		End of Year Progress Report for 24/25 was provided to Council in November 2024, as part of the 2024/25 Annual Report.
5.6Bii	Prepare an annual report on Council's progress in implementing its Delivery Program and Operational Plan.		The 2024/25 Annual Report was provided to Council at the November Council meeting and communicated to OLG.

5.6C: Ensure the community are kept informed of decisions made by the elected body.

Action Code	Action Name	Status	YTD Comments
5.6Ci	Recordings of all Council and Committee meetings to be available on		This is now a Council process.

Completed	On Track	Off Track	Cancelled

Action Code	Action Name	Status	YTD Comments
	Council's website for a period of four years (from 2021 onwards).		
5.6Cii	Ensure the unconfirmed minutes of each meeting of Council are published on Council's website within five business days.		The timeframe has been met for Q2.

5.6D: Conduct reviews of Council services in line with Council's Service Review Program.

Action Code	Action Name	Status	YTD Comments
5.6Di	Conduct a review of Council's Fleet service.		This service review was postponed by the Executive Team to a later year. A service review of Tree Management was prioritised instead.
5.6Dii	Conduct a review of Council's Grants and Financial Assistance service.		The Grants and Financial Assistance service review commenced in Q2 and is on track for completion in this financial year.
5.6Diii	Conduct a review of Council's Records and Information (Data) Management service.		The scope for Records and Information (Data) Management service review was approved by the Executive Team and the service review will be conducted during the second half of the financial year.

Completed		On Track		Off Track		Cancelled	

Delivery Program and Operational Plan 2025/2026

Half Yearly Progress Report

georgesriver.nsw.gov.au



Draft

Delivery Program 2025-2029

Operational Plan 2026-2027

GEORGES RIVER COUNCIL

Acknowledgement of Traditional Owners

Georges River Council acknowledges that the Bidjigal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander people as integral to the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging. Georges River Council is committed to showing respect for Aboriginal people as Australia's first peoples. Council has adopted the practice of acknowledging the Traditional Custodians of Country at events, ceremonies, meetings and functions.



Image: Hand with Clay Passport, Walk on Country

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DRAFT

Our Vision

A connected community that prioritises diversity, sustainability and green spaces.



Our Mission

A leading, people-focused organisation delivering outstanding results for our community and city.

Our Values

United
We will work collaboratively as one team with common purpose and respect

Professional
We will act with integrity and seek opportunities to learn and grow

Honest
We will be open and truthful with each other and our community

Accountable
We will own our decisions and actions as we strive for excellence

DRAFT

Our Georges River Community

POPULATION

163,919
An increase of 1.35% or 2,177 persons since 2024

4,274
Persons per square kilometre

174,158
Population forecast for 2046

DEMOGRAPHICS

19%
A lower proportion of children under 17 years, compared to 21.8% for Greater Sydney

23.2%
A higher proportion of persons aged 60+, compared to 20.5% for Greater Sydney

46%
Of the people in our area were born overseas, compared with 38.6% in Greater Sydney

21,125
Persons or 13.9% of our population were born in China

8,748
Persons or 5.7% of our population were born in Nepal

2.4%
Were born in Hong Kong

0.7%
Aboriginal and Torres Strait Islander population

LANGUAGES

53.2%
Of people spoke a language other than English at home

22.2%
Of residents spoke Mandarin (12.8%) or Cantonese (9.4%) at home, making Chinese languages the most common spoken at home

5.7%
Of the population spoke Nepali at home — the third most spoken language after Mandarin and Cantonese

5.2%
Of the population spoke Greek at home

3.7%
Of the population spoke Arabic at home

DRAFT

Source: 2021 Australian Census of Population and Housing; Population sourced from idcommunity Estimated Resident Population 2025 & Population Forecast

ECONOMY

50,266
local jobs were sustained in the Georges River economy, with 85,562 employed residents in 2024, an increase of 3.6 percent from the prior year...

Of the 43,393 total local workers in our area,

44.5%
were males

55.6%
were females,

17,533
local businesses, with the largest industry (by employment) being health care and social assistance.

15,528
local jobs were generated by the health care and social assistance sector.

An estimated wealth of

$8.94 billion
in gross regional product (GRP) was generated by businesses, organisations, and individuals working in the area in the year ending June 2024.

0.8%
increase of GRP from the previous year and representing 1.13 percent of the state's gross state product (GSP).

HOUSING

58,970
total dwellings

49%
of dwellings were medium and high density

33%
of our residents were renting

31%
of dwellings had a mortgage

TRANSPORT

10.2%
of residents used public transport to get to work

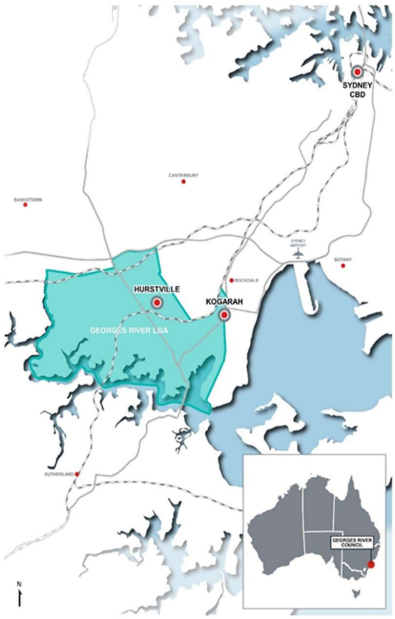
EDUCATION

34%
of residents had a university or higher education

DRAFT

Source: 2021 Australian Census of Population and Housing and idcommunity

About the Georges River Local Government Area



The Georges River Local Government Area sits on the traditional lands of the Bidjigal people of the Eora Nation, who have cared for the land and waterways for millennia.

Located in southern Sydney, the Georges River area spans 38 square kilometres and includes suburbs: Allawah, Beverly Hills, Beverley Park, Blakehurst, Carlton, Carss Park, Connells Point, Hurstville, Kingsgrove, Kogarah, Kogarah Bay, Lugarno, Mortdale, Narwee, Oatley, Peakhurst Heights, Peakhurst, Penshurst, Riverwood, Sans Souci and South Hurstville.

Georges River is a diverse and vibrant community, with people from more than 100 nationalities calling the area home. Nearly half of our residents were born overseas, and over half speak a language other than English at home, reflecting the area's rich cultural diversity.

The region offers an exceptional outdoor lifestyle, with beautiful waterways, bushland, parks and open spaces. Popular destinations include Carss Bush Park and Oatley Park, along with a range of sporting facilities that support an active and connected community.

Georges River also features thriving local centres, with a wide range of dining, shopping and services. Kogarah is a key health and research hub, home to St George Hospital, while Hurstville serves as the main retail and civic centre.

With a range of housing options, strong community connections and a safe, welcoming environment, Georges River offers a high quality of life for people at all stages of life.

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Message from the Mayor



I am pleased to present Georges River Council's Delivery Program 2025–2029, alongside the Operational Plan and Resourcing Strategy for the 2026– 2027 financial year. These documents outline our strategic direction and the actions we will take to deliver on the Community Strategic Plan. The Delivery Program sets our four-year agenda, while the Operational Plan and Resourcing Strategy detail our priorities and resource alignment for the year ahead.

As Sydney's Connected Community, Council continues to support the social, cultural and economic development of the Georges River area year-round. Strong leadership, strategic planning and the collective effort of our community allows us to continue delivering practical outcomes that directly address local needs.
Our events remain a cornerstone of community connection and cultural pride. Signature events including our Lunar New Year Festival and Uncontained Arts Festival highlight our diversity and growing national reach.

A strong and diverse local economy underpins a resilient community. This year, Council supported economic growth through targeted partnerships and place-based initiatives, including collaboration with Paddle Australia and the hosting of a Mental Health Gala Dinner. These initiatives strengthen Georges River's profile, attract investment, and reinforce our commitment to community wellbeing.

Council's Grants and Donations program continues to prioritise partnership and shared outcomes. By working alongside grassroot organisations, Council leads initiatives like the No Domestic Violence Walk that educate the community, raise awareness, and promote positive social change.

Strategic planning and evidence based decision making continue to deliver practical outcomes for the community. The Playground and Playspace Strategy will guide investment and renewal over the next ten years, ensuring equitable access to high quality facilities, while strengthened engagement with the Georges River Council Sports Advisory Committee is helping shape a coordinated, community-led approach to sport and recreation planning.

Council is proud to share the significant improvements in Council's development assessment performance, with a 40 percent reduction in Development Application assessment timeframes. Earlier engagement with applicants and consistent planning policy continue to deliver more efficient, high-quality outcomes for the community.

Environmental sustainability and access to community facilities remain key priorities for Council. With Carss Park Pool on track for community use in late 2027, and new planning controls being progressed to strengthen biodiversity and environmental outcomes, Council is delivering improved environmental protection and greater community involvement in shaping local areas. These planning controls are informed by expert Foreshore Character and Biodiversity studies, along with extensive community consultation. This ensures future development responds to both environmental values and local character.

Council's Bin Rollout Program has also delivered tangible outcomes. More than 125,000 new bins have been rolled out across the LGA, supported by smart technology that enables Council to better monitor collections, optimise routes and respond more effectively to service needs. Importantly, these efficiencies have helped Council contain costs, with Georges River Council the only council in Greater Sydney to reduce the waste collection fee. This demonstrates how investment in smarter infrastructure can deliver both environmental and financial benefits for the community.
Georges River Council remains committed to delivering initiatives that create positive, lasting change. Through collaboration, innovation, and strong community partnerships, we continue to build a city that is inclusive, sustainable, and responsive to the needs of our residents now and into the future.



Elise Borg
Mayor

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Message from the General Manager



I am proud to present Georges River Council's Delivery Program 2025-2029 and Operational Plan 2026/27, which sets out Council's four-year strategic direction. It includes our key service delivery, capital works and financial commitments for the year ahead. The plan provides a clear and responsible roadmap focused on stability, confidence and sustainable growth, ensuring we continue to deliver meaningful and practical outcomes while building a resilient, inclusive and connected community.

Central to the Delivery Program and Operational Plan is a proposed budget that delivers a surplus of $2.2 million. Adopting a budget with a surplus is an important foundation for long-term financial sustainability. It ensures we can continue to deliver essential services, maintain and renew community assets, and respond to emerging priorities without placing undue pressure on future ratepayers. This disciplined financial approach allows Council to plan with confidence and resilience.

The Delivery Program has been shaped through the input of community voices, as well as Councillors and staff. It recognises that strong outcomes are achieved when different perspectives are brought into the frame. This shared approach supports transparency, informed decision-making and strengthens trust in how priorities are set and delivered. A significant focus of the plan is on delivering tangible, everyday benefits for residents, businesses and visitors. This is reflected in Council's Capital Works Program, which continues to prioritise the renewal and enhancement of local infrastructure that people rely on daily. Investment in roads, buildings, open spaces and public facilities supports safer, more accessible neighbourhoods and contributes to a sense of local pride and identity. Importantly, this program also strengthens the resilience of our infrastructure in the face of a changing environment.

Equity and inclusion remain key, ensuring Council services, facilities and programs are accessible to our community. At the same time, the plan supports long-term growth by balancing current service delivery with future planning, enabling Council to respond to population change and evolving community expectations.

Together, the Delivery Program and Operational Plan represents more than a set of actions and budgets, it is a shared commitment to responsible stewardship, strong partnerships and meaningful outcomes for our community. It reflects a unified organisation working with Councillors, staff and the community to deliver with integrity, transparency and purpose. By maintaining financial discipline, investing in our places and people, and planning thoughtfully for the future, Georges River Council is well positioned to support a resilient, inclusive and confident Council both now and in the years ahead.

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David Tuxford
General Manager

Our Councillors

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Councillor Kathryn Landsberry
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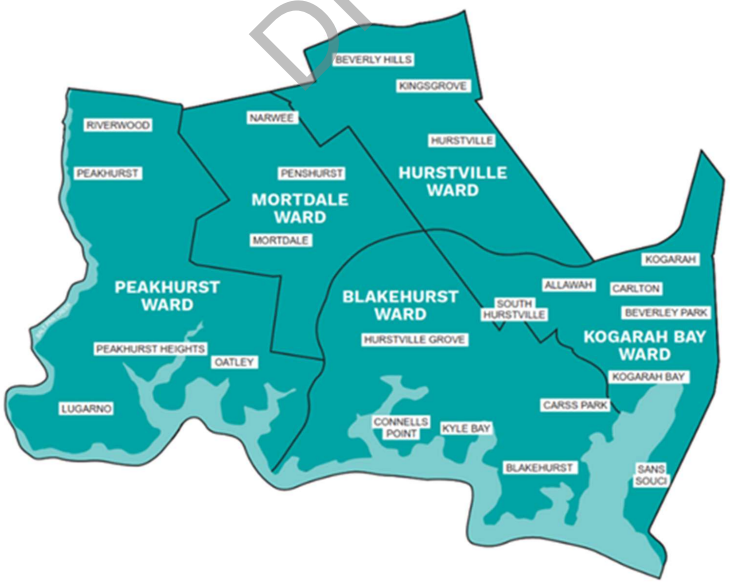


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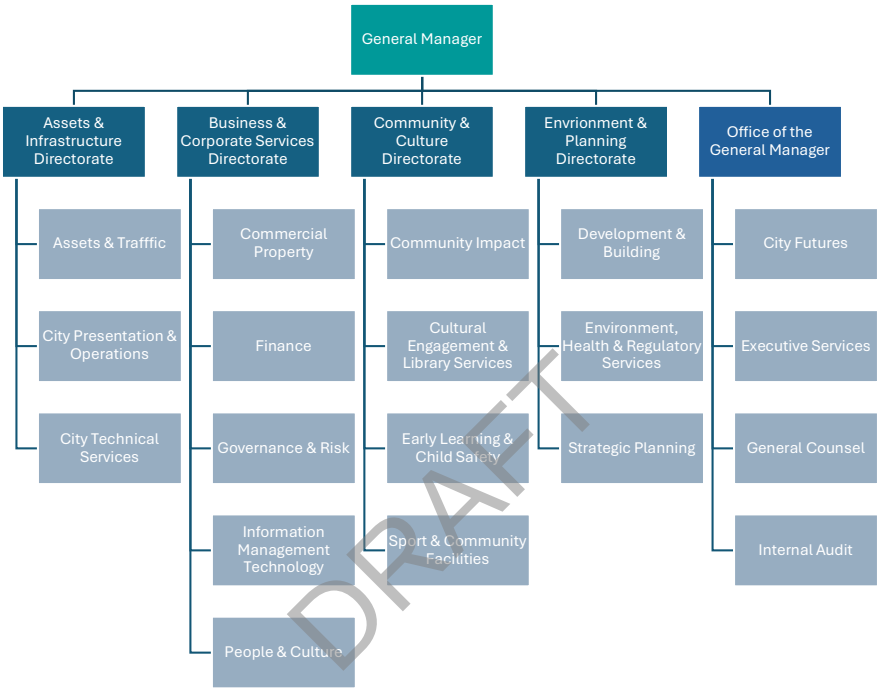


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Our Organisation



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Our Services

Council is committed to the continuous improvement of service delivery. The Service Review Program provides a structured framework to assess the efficiency, effectiveness and relevance of services, ensuring they meet community needs and deliver value for money. Through this process, Council evaluates service performance, identifies opportunities for improvement, and aligns resources with strategic priorities. The program supports informed decision-making, strengthens organisational performance, and reinforces Council's commitment to accountability and sustainable service delivery.

The services being reviewed as part of the Delivery Program 2026-2029 are:

2025/26
Tree Management
Grants and Financial Assistance
Records and Information (Data) Management

2026/27
Sports Field and Facilities Maintenance
Hurstville Entertainment Centre
Fire Safety Compliance

2027/28
Asset Management
Waste
Cyber Security

2028/29
Sporting Facilities Contract and Lease Management
Events

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Strategic Risks

Council incorporates risk management into its corporate governance and daily operations to develop strategies and systems that reduce risks and improve resilience to unexpected events or disruptions. This supports the continued delivery of services and the stability of our community's daily life. The table below outlines Council's endorsed strategic risks. Integrating the risk management framework into strategic decision-making enables Council to make well-informed decisions that serve both the organisation and the broader community.

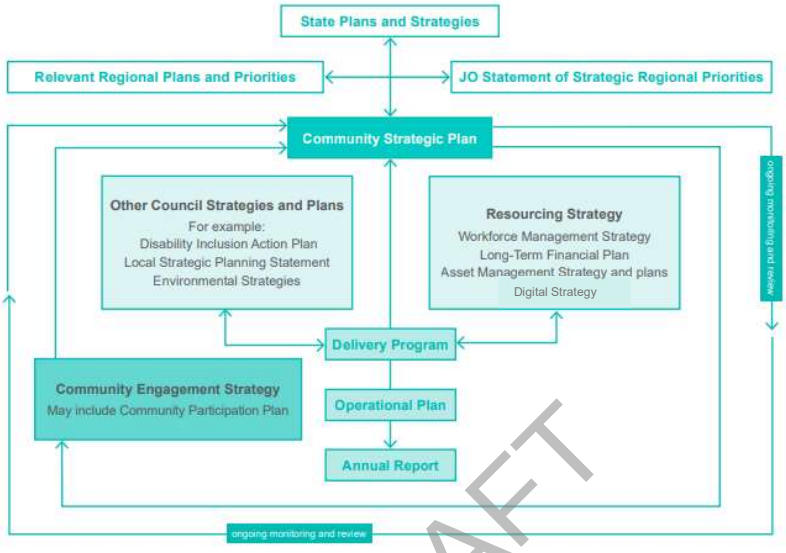
Strategic Risk Description	Pillar impacted	Custodian
1: Financial Sustainability: Council's failure to implement appropriate financial strategies and controls to ensure financial sustainability. This requirement may be impacted by Council's failure to deliver the Long-Term Financial Plan (i.e., Maintain the financial health of Council) and inability to meet emerging risks and delivery of Council's Community Strategic Plan as well as absorbing additional financial obligations without adequate resourcing.	All Pillars	Director BACS
2: Cyber Security: The risk of failing to plan for increasingly sophisticated Cyber security attacks including data breach, fraud or theft, data loss and data privacy. This risk also incorporates potential vulnerability of the organisation's data and information management structure and data integrity in relation to people, assets, and finance.	Pillar 5 - Our Governance	Director BACS
3: Assets and Infrastructure: The risk that Council's infrastructure may not meet the evolving needs or expectations of the community, particularly in terms of quality, capacity, and resilience. This includes failure to develop and maintain infrastructure that considers the impacts of climate change and severe weather events.	All Pillars	Director A&I
4: People and Culture: Council may be unable to sustain a financially viable, skilled, and future-ready workforce capable of meeting evolving service demands, potentially impacting service delivery, organisational resilience, and strategic outcomes.	Pillar 5 - Our Governance	Director BACS
5: Climate Change: Council's failure to prepare and plan for climate and environmental risks, including Council's failure to protect and maintain the natural and built environment, including biodiversity, liveability, and natural systems.	Pillar 2 - Our Green Environment	Director E&P
6: Reputation: The risk of Council's identity, brand and standing being negatively impacted, reducing Council's ability to engage in sound decision-making and being able to take strategic action whilst maintaining essential services and support for the community.	Pillar 3 - Our Economy Pillar 5 - Our Governance	Executive Manager City Futures
7: Ineffective governance: Failure of Council's Governance and Compliance Frameworks to ensure compliance with relevant legislative, statutory, regulatory and policies and procedures and which are not being monitored across the organisation.	Pillar 5 - Our Governance	Director BACS General Counsel
8: Social Cohesion Failure to identify and/or respond to the changing socio-economic needs of our community. Social cohesion erosion and growing socio-economic gap negatively impacting social stability, individual well-being, and economic productivity.	Pillar 2 - Our Community Pillar 3 - Our Economy	Director C&C
9: Housing Infrastructure: Council fail to facilitate housing and development that aligns with the community's growing needs and expectations in relation to climate change impacts and severe weather events, high quality design and amenity, and density co-located with infrastructure.	Pillar 2 - Our Green Environment Pillar 4 - Our Built Environment	Director E&P
10: Waste Management: Failure to create sustainable practices relating to sustainable management of waste including no consideration given to environmental, financial and legal considerations, as well as failing to plan for and prevent environmental contamination	Pillar 1 - Our Community Pillar 2 - Our Green Environment	Director E&P
11: Liability Claims: Failure of Council to address increase in liability claims against Council through an absence of identifying emerging risk areas and a lack of ability to address through considered mitigation strategies. This includes the failure to action advice or recommendations from Council's insurers, which may result in reduced coverage, denial of claims, or being uninsured.	Pillar 5 - Our Governance	Director BACS
12: Business Continuity: Council fails to maintain preparedness for unexpected major events that impact the ability of Council to continue normal business operations and comply with statutory obligations.	All Pillars	Director BACS Director A&I

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Integrated Planning and Reporting Framework

Council's strategic planning is governed by the NSW Office of Local Government's (OLG) Integrated Planning and Reporting Framework. This ensures Council activities and services are planned and resourced in a coordinated and transparent way. Ongoing monitoring and reporting ensures accountability and continued alignment.

The diagram below, modified from OLG, illustrates the relationship of plans, strategies and reporting.



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Integration and Evaluation

10 years

- **Community Strategic Plan (The Plan) 2025-2035**
  The Plan is the highest level planning document and articulates the aspirations and long term goals of the community. It is prepared by Council on behalf of the community, following extensive consultation.
  Progress towards The Plan is reported in the State of Our City Report, at the end of the Council term.

4 years

- **Delivery Program 2025-2029**
  The program aligns to the term of the elected Council. It specifies the principal activities that will be delivered during the term, to realise the long term goals of The Plan.
  Progress is reported every 6 months, in the Half Year / Full Year Progress Report.

1 year

- **Operational Plan 2026/27**
  The annual plan details actions that will be undertaken during the financial year, to achieve the principal activities of the Delivery Program and the long term goals of The Plan. It includes routine operations and projects, and financial information.
  Progress is reported every 6 months, in the Half Year / Full Year Progress Report.

Resourcing The Plan

The Resourcing Strategy integrates with the Delivery Program and articulates how the Council activities will be resourced, by way of finance, assets, people and technology. The components are:

Long-Term Financial Plan

The LTFP of Council presents a financial projection of the longer-term outlook of its operations, that considers known and projected events over the next 10 years and compiles the best estimates of its operating results and financial position. These projections form a roadmap of the operations and give Council an opportunity to:

- Assess different courses of corrective action and quantify the potential outcomes
- Ensure sustainability through positive net results
- Structure the operations, based on affordability and financial sustainability

Asset Management Plan

The Asset Management Plan sets out the broad framework for undertaking structured and coordinated management of Council's infrastructure assets. It outlines key principles that underpin our approach to providing the assets that are essential to our community.

The plan highlights the long-term funding challenges Council must address to meet the commitments outlined in the Community Strategic Plan and deliver the level of service desired by the community over the next 10 years.

Our People Plan (Workforce Management Plan)

Our People Plan, previously the Workforce Management Plan, identifies the people requirements, including skills and employment practices, needed to implement our Delivery Program which is informed by the Community Strategic Plan.

The Plan integrates principles of human resource management, workforce planning and capability building. It outlines how we will develop and maintain a high-calibre employee base that meets current and future organisational and community needs.

Digital Strategy

The Digital Strategy sets out the framework for planning, delivering and managing Council's digital systems and technology over the next four years. It identifies the capabilities and systems required to support the Delivery Program and improve service delivery to the community.

Recognising that technology underpins almost every Council service, the Strategy outlines a coordinated approach to enhancing digital systems for both the community and staff, based on current capability and future needs. A key component is the review and potential replacement of Council's core enterprise system, which will shape organisational capability and service delivery over the long term.

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Community Engagement

Community engagement is a key part of Council's Integrated Planning and Reporting framework. The Delivery Program 2025-29 and Operational Plan 2026/27 implement the priorities of the Community Strategic Plan 2025-2035, which was developed on behalf of the community, following extensive consultation.



What is community engagement?
Community engagement is how Council talks with and listens to people about issues and decisions that affect their everyday lives, including their homes, businesses and neighbourhoods.
It means sharing information and asking for feedback using online tools, printed materials and face-to-face activities like workshops and community pop-ups.

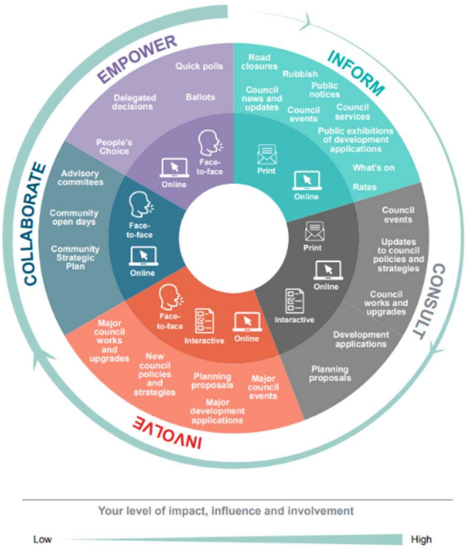
Engagement helps Council learn about local ideas, concerns and opportunities so projects, services and policies work better for the community, and more people have a chance to participate.

How do we engage?
Council uses its **Community Engagement Policy, Community Engagement Strategy 2026–2036 and Engagement Framework** to guide how and when the community is involved.
The Engagement Framework, based on best practice guidelines, sets out five levels of participation: inform, consult, involve, collaborate and empower.

Who do we engage with?
Council engages with people and groups who live, work, study or own property in the Georges River Local Government Area, as well as visitors and others who may be affected by Council decisions.

When do we engage?
Some engagement is required under the Environmental Planning and Assessment Act 1979 and the Local Government Act 1993.
Council also engages when it is developing or changing policies, services, infrastructure, facilities, long-term plans and community programs.

ENGAGEMENT FRAMEWORK



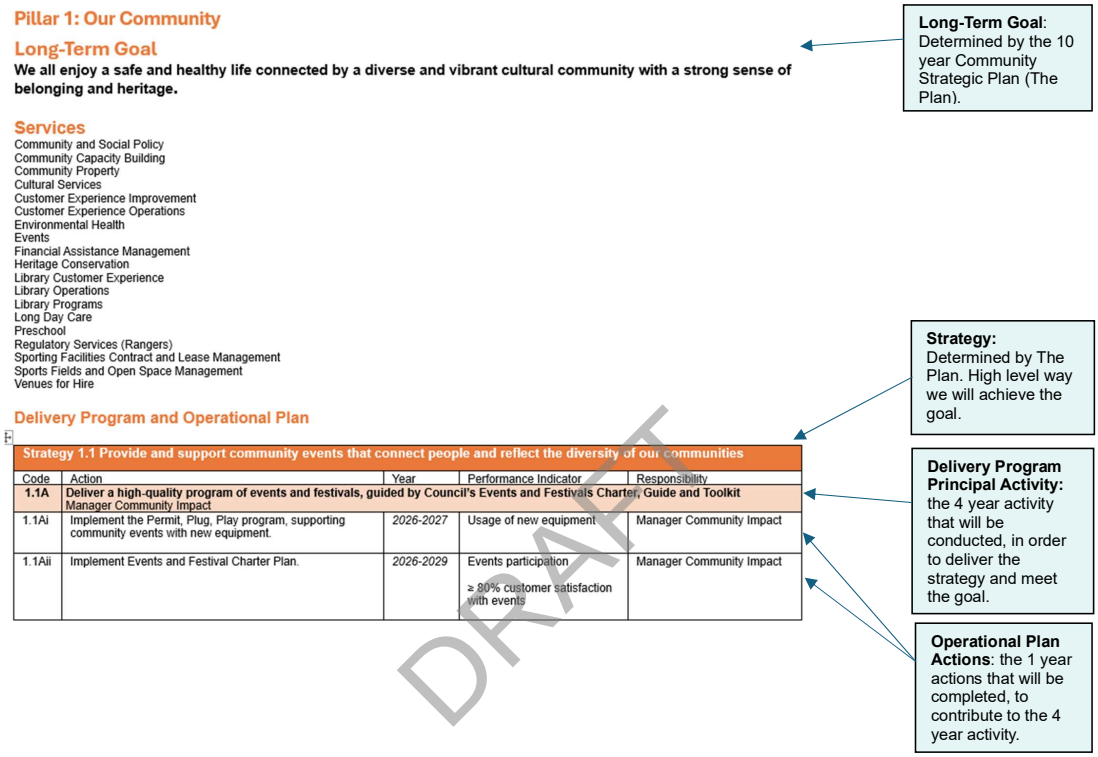
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Organisations we work with

2connect
3 Bridges
Advance Diversity Services
Asian Women at Work
Australian Library Information Association
Audit Office NSW
Australian Signals Directorate
Australian Taxation Office Cyber Security Centre
Bayside Council
Business Chamber South (Previously St George Business Chamber)
Canterbury Bankstown Council
Committee for Sydney
Cooks River Alliance
Create NSW
Cross Cultural Workers in Maternity and Child & Family Health Services Project
Cyber Security NSW
Department of Education – Schools
Department of Environment
Disability Interagency
Infrastructure NSW
Department of Planning Housing and Infrastructure
Department of Climate Change, Energy, the Environment and Water
Department of Health and Aged Care
Destination NSW
Disability Services Australia
Georges Riverkeeper (GRCCC) Georges River Planning Panel
Headspace Hurstville
Institute of Public Works and Engineering
Independent Commission Against Corruption (ICAC)
Jubilee Community Services
Kingsgrove Community Aid
Kingsway Community Care
Kogarah Community Services
Koori Interagency
Kurranulla Aboriginal Corporation
LGNSW
Local Government Professionals
Metropolitan Land Council
Museums and Galleries NSW
National Library of Australia
NSW Anti-Racism Working Group
NSW Environment Protection Authority
NSW Food Authority
NSW Local Government Multicultural Network
NSW Police
NSW Public Libraries Association
NSW Reconstruction Authority
NSW Rugby League
Office of Local Government (OLG)
Office of Sport
Pride Cup
Revenue NSW
Realise Business
Resilient Sydney
Safework NSW
SGS News Reference Group
SEALS Multicultural Health Forum
SESLHD Multicultural Health Forum
Southern Sydney Regional Organisation of Council's (SSROC)
Spark Festival
St George & Sutherland Mental Health Interagency
St George and Sutherland Dementia Alliance
St George Chinese Services Network
St George Collaborative: Community Action Group
St George Dementia Alliance
St George Domestic Violence Committee
St George Elder Abuse Collaborative
St George Sutherland Shire Employment
Sydney Water Corporation
Training and Action Network
St George Youth Network
State & Federal Governments
State Library of NSW
State Cover
State Emergency Service (SES)
Student Wellbeing Network
Sutherland Shire Council
Sydney Alliance Voices for Power
Sydney Dogs and Cats Home
Sydney South Planning Panel
TAFE NSW
The Benevolent Society
Transport for NSW
Water NSW
Welcoming Cities Network
Wesley Mission

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How to Read This Document



Pillar 1: Our Community

Long-Term Goal

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.

Long-Term Goal: Determined by the 10 year Community Strategic Plan (The Plan).

Services

Community and Social Policy
Community Capacity Building
Community Property
Cultural Services
Customer Experience Improvement
Customer Experience Operations
Environmental Health
Events
Financial Assistance Management
Heritage Conservation
Library Customer Experience
Library Operations
Library Programs
Long Day Care
Preschool
Regulatory Services (Rangers)
Sporting Facilities Contract and Lease Management
Sports Fields and Open Space Management
Venues for Hire

Delivery Program and Operational Plan

Strategy 1.1 Provide and support community events that connect people and reflect the diversity of our communities

Code	Action	Year	Performance Indicator	Responsibility
1.1A	**Deliver a high-quality program of events and festivals, guided by Council's Events and Festivals Charter, Guide and Toolkit**			Manager Community Impact
1.1Ai	Implement the Permit, Plug, Play program, supporting community events with new equipment.	*2026-2027*	Usage of new equipment	Manager Community Impact
1.1Aii	Implement Events and Festival Charter Plan.	*2026-2029*	Events participation ≥ 80% customer satisfaction with events	Manager Community Impact

Strategy: Determined by The Plan. High level way we will achieve the goal.

Delivery Program Principal Activity: the 4 year activity that will be conducted, in order to deliver the strategy and meet the goal.

Operational Plan Actions: the 1 year actions that will be completed, to contribute to the 4 year activity.

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The Five Pillars and Long-Term Goals



1. Our Community

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.



2. Our Green Environment

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.



3. Our Economy

We create a strong, vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.



4. Our Built Environment

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.



5. Our Governance

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

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Pillar 1: Our Community

Long-Term Goal

We all enjoy a safe and healthy life connected by a diverse and vibrant cultural community with a strong sense of belonging and heritage.

Services

Community and Social Policy
Community Capacity Building
Community Property
Cultural Services
Customer Experience Improvement
Customer Experience Operations
Environmental Health
Events
Financial Assistance Management
Heritage Conservation
Library Customer Experience
Library Operations
Library Programs
Long Day Care
Preschool
Public Art
Place Naming
Regulatory Services (Rangers)
Sporting Facilities Contract and Lease Management
Sports Fields and Open Space Management
Venues for Hire

Delivery Program and Operational Plan

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Strategy 1.1 Provide and support community events that connect people and reflect the diversity of our communities				
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1.1A	**Deliver a high-quality program of events and festivals, guided by Council's Events and Festivals Charter, Guide and Toolkit** Manager Community Impact			
1.1Ai	Implement the Permit, Plug, Play program, supporting community events with new equipment.	*2026-2027*	Usage of new equipment	Manager Community Impact
1.1Aii	Implement Events and Festival Charter Plan.	*2026-2029*	Events participation ≥ 80% customer satisfaction with events	Manager Community Impact
1.1B	**Maximise Jubilee Stadium's community and economic value as a venue for major events** Manager Sport and Community Facilities			
1.1Bi	Prepare and submit DA to extend the event program at Jubilee Stadium to include entertainment, cultural and community events.	2026-2029	Development Consent determined	Manager Sport and Community Facilities

Strategy 1.2: Provide a range of accessible services, facilities and programs that respond to social issues and foster community wellbeing				
Code	Action	Year	Performance Indicator	Responsibility
1.2A	**Plan and deliver community infrastructure to meet current and future population needs, by implementing the Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS)** Manager Assets and Traffic			
1.2Ai	Complete 'fitness for purpose' analysis of existing assets, and investigate feasibility of designed flexible spaces, colocation of new facilities and expansion of facilities where possible.	2026-2029	Complete analysis	Manager Assets and Traffic
1.2Aii	Investigate feasible locations for a new asset cluster in the western part of the Georges River LGA to improve equitable distribution.	2026-2029	Investigation finalised	Manager Assets and Traffic
1.2B	**Improve inclusion and access for people with disability by implementing the Disability Inclusion Action Plan** Manager Community Impact			
1.2Bi	Deliver and report on the Disability Inclusion Action Plan 2026-2030.	2026-2029	Initiatives supporting community participation for people with disability	Manager Community Impact
1.2C	**Support community wellbeing by delivering and reporting on Council's Financial Assistance Program** Manager Community Impact			
1.2Ci	Implement financial assistance program (grants, sponsorships and donations) and capacity-building initiatives to support community applicants.	2026-2029	Enhanced grant-seeking capability and community reach	Manager Community Impact

1.2D	**Support, celebrate and empower Aboriginal and Torres Strait Islander peoples and communities living, working and learning in the Georges River area, through the implementation of Council's Aboriginal and Torres Strait Islander Strategy** Manager Community Impact			
1.2Di	Implement the Aboriginal and Torres Strait Islander Action Plan, supporting continuing connection to culture.	2026-2029	Actions implemented	Manager Community Impact
1.2E	**Foster social cohesion and respond to the evolving socio-economic needs of the Georges River community** Manager Community Impact			
1.2Ei	Review the Social Justice Charter and implement associated plans (e.g. homelessness and domestic and family violence) to advance equity and support vulnerable communities	2026-2029	Strategies implemented to support vulnerable communities	Manager Community Impact

Strategy 1.3: Provide a range of services, programs and facilities that address the needs of local people of all ages, and through all stages of life.				
1.3A	**Advance Georges River libraries as community hubs for information, culture, creativity and opportunity, serving and strengthening our diverse community, through implementation of the Libraries 2030 Strategy** Manager Cultural Engagement and Library Services			
1.3Ai	Provide opportunities for the community to engage with and contribute to the preservation of community heritage and history.	2026-2029	Opportunities provided	Manager Cultural Engagement and Library Services
1.3Aii	Provide opportunities for the community to access literacy, lifelong learning and social inclusion through library programs, outreach, collections and services.	2026-2029	Opportunities provided ≥ 80% customer satisfaction with Library Services	Manager Cultural Engagement and Library Services
1.3Aiii	Update library spaces to meet State Library NSW Guidelines and community expectations.	2026-2029	Community satisfaction with library spaces	Manager Cultural Engagement and Library Services
1.3B	**Optimise use, access and long term sustainability of Council venues and sporting facilities** Manager Sport and Community Facilities			
1.3Bi	Implement the recommendations of the Venues and Facilities Service Review.	2026-2029	Recommendations implemented ≥ 80% customer satisfaction with Council's venues for hire ≥ 60% utilisation of Council's venues for hire (Tier A and B)	Manager Sport and Community Facilities
1.3Bii	Implement the Optimising Community Use and Facilities Access Plan.	2026-2029	Plan implemented ≥ 70% customer satisfaction with seasonal sports allocation ≥ 60% utilisation of Tier 2 Synthetic Sports Fields during peak times	Manager Sport and Community Facilities
1.3Biii	Optimise the use of Council community properties to support diverse, accessible and responsive service provision that meets current and emerging community needs.	2026-2029	≥ 85% occupancy of Council's community properties.	Manager Sport and Community Facilities
1.3C	**Uphold our commitment as a child-safe organisation, putting children first and keeping them safe in our community** Manager Early Learning and Child Safety			
1.3Ci	Implement Council's Child Safe Action Plan to progress capacity-building and best-practice child-safe initiatives	2026-2029	Initiatives implemented and staff participation in capacity-building	Manager Early Learning and Child Safety

Strategy 1.4: Provide and support programs that promote arts and culture				
1.4A	**Develop and support the arts and culture, through implementation of the Create Georges River Cultural Strategy** Manager Cultural Engagement and Library Services			
1.4Ai	Provide public art that reflects the cultural identity of the community.	2026-2029	Programs provided	Manager Cultural Engagement and Library Services
1.4Aii	Provide opportunities for the community and creative workforce to develop creative skills through inclusive programs, events and spaces.	2026-2029	Opportunities provided	Manager Cultural Engagement and Library Services
1.4Aiii	Evaluate community perception, participation and satisfaction regarding the arts.	2026-2029	Community engagement and survey conducted	Manager Cultural Engagement and Library Services
1.4Aiv	Provide a diverse range of exhibitions and events at Hurstville Museum & Gallery and other Council spaces.	2026-2029	Exhibitions and events provided ≥ 80% customer satisfaction with Museum & Gallery	Manager Cultural Engagement and Library Services

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Strategy 1.5: Provide programs, services and activities that address health and safety issues				
1.5A	**Protect community safety by implementing a Fire Safety Program, that requires buildings to comply with essential fire standards** Manager Environment, Health and Regulatory Services			
1.5Ai	Implement actions to ensure compliance with NSW Government directions on external combustible cladding and Council's Fire Safety Audit program.	2026-2029	Actions implemented	Manager Environment, Health and Regulatory Services
1.5B	**Protect community safety and promote compliance through effective delivery of regulatory services** Manager Environment, Health and Regulatory Services			
1.5Bi	Implement annual regulatory programs, to ensure compliance with relevant legislation and to address community safety concerns.	2026-2029	Regulatory programs implemented ≥ 75% of environmental pollution complaints responded to within two business days	Manager Environment, Health and Regulatory Services
1.5C	**Safeguard public health by implementing programs for food premises, skin penetration premises and regulated systems** Manager Environment, Health and Regulatory Services			
1.5Ci	Implement an ongoing public health program, including skin penetration, regulated system and public swimming program to promote the community's health and safety.	2026-2029	Public health programs implemented 100% of food premises inspected annually	Manager Environment, Health and Regulatory Services

Strategy 1.6: Provide programs, services and activities that support knowledge sharing and life-long learning				
1.6A	**Enhance our Early Learning Services to meet the needs of our community, through implementation of the Early Learning Services Strategy 2021-2031** Manager Early Learning and Child Safety			
1.6Ai	Deliver high quality education and care to meet the needs of children and their families.	2026-2029	≥ 90% utilisation of Council's Early Learning Centres ≥ 80% Customer satisfaction with Early Learning Centres	Manager Early Learning and Child Safety
1.6Aii	Develop a plan to achieve a consistent operating model and naming conventions across Council's early learning centres with similar service types, including cost benefit analysis for any significant changes to hours.	2026-2027	Plan developed and naming convention implemented	Manager Early Learning and Child Safety
1.6Aiii	Implement a plan to achieve a consistent operating model and naming conventions across Council's early learning centres with similar service types.	2027-2029	Implement plan	Manager Early Learning and Child Safety
1.6Aiv	Investigate and introduce multi-modes of care across existing centres.	2026-2027	Multi-modes of care introduced	Manager Early Learning and Child Safety
1.6Av	Develop a business case for a new early learning centre which supports children with additional needs, making a more accessible, inclusive, integrated service to replace assets/services which have reached their life expectancy.	2027-2029	Business case developed	Manager Early Learning and Child Safety

Strategy 1.7: Provide programs and events that promote, support and celebrate local heritage and history				
1.7A	**Protect and enhance heritage and local character by retaining and conserving heritage items within the Georges River Local Government Area** Manager Strategic Planning			
1.7Ai	Review heritage controls in the Georges River Development Control Plan 2021.	2026-2027	Controls reviewed	Manager Strategic Planning
1.7Aii	Undertake a heritage study to review the heritage items in the Georges River Local Environmental Plan 2021 and identify any potential new items across the whole Georges River LGA.	2026-2029	Study undertaken	Manager Strategic Planning
1.7Aiii	Conduct yearly Heritage Building Grants Programs.	2026-2029	Program conducted yearly	Manager Strategic Planning
1.7Aiv	In conjunction with the Heritage Building Grants Program, conduct information sessions for owners of heritage listed properties.	2026-2029	Sessions conducted	Manager Strategic Planning

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Strategy 1.8: Provide Positive experiences across all customer interactions for our community and visitors				
1.8A	**Deliver a consistent, high-quality customer experience across all services, by implementing the Customer Experience Strategy** Manager Community Impact>			
1.8Ai	Review and update Customer Experience Charter to provide customers with excellent and responsive services	*2026-2027*	Updated charter based on recent customer data ≥ 80% overall Customer Experience Rating ≥ 80% customer first call resolution ≥ 80% of customer contact requests actioned within 48 hours	Manager Community Impact
1.8Aii	Collaborate across units to streamline high use council services	2026-2029	Initiatives implemented to increase ease of interacting with council	Manager Community Impact
1.8Aiv	Review escalation processes to improve initial complaint outcomes	2026-2027	Complaint escalations minimised ≥ 90% of complaints completed within agreed times	Manager Community Impact
1.8Av	Deliver annual Customer Excellence Training.	2026-2029	Increase customer excellence training organisation-wide ≥ 80% customer satisfaction with face-to-face interaction at Council operated facilities ≥ 80% of correspondence responded to within 14 days ≥ 90% of customer requests completed within agreed times	Manager Community Impact
1.8Avi	Create the Customer Experience Strategy 2027-2032.	2026-2027	Strategy created based on recent customer data	Manager Community Impact
1.8Avii	Implement Customer Experience Strategy 2027-2032.	2027-2029	Strategy implemented	Manager Community Impact

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Pillar 2: Our Green Environment

Long-Term Goal

We conserve resources and maintain sustainable, healthy ecosystems with accessible natural spaces, supporting biodiversity and protecting waterways for future generations.

Services

Bushcare and Bush Regeneration
Environment and Sustainability
Local Emergency Management
Major Environmental Initiatives
Street and Parks Tree Maintenance
Tree Preservation – Private Tree Permits
Waste Management

Delivery Program and Operational Plan

Strategy 2.1. Identify and apply initiatives to reduce energy and water usage				
Code	Action	Year	Performance Indicator	Responsibility
2.1A	**Protect and enhance the natural environment by reducing Council's environmental impact and empowering others to do so, through implementation of the Environmental Resilience Action Plan 2022–2040** Manager Environment, Health and Regulatory Services			
2.1Ai	Implement and report on the progress of the Environmental Resilience Action Plan 2022-2040	2026-2029	Actions implemented and progress reports prepared	Manager Environment, Health and Regulatory Services

Strategy 2.2 Ensure that waste is managed as a resource with minimal negative impacts from its disposal				
2.2A	***Achieve sustainable waste management outcomes by implementing the Waste Strategy 2021–2040*** Manager Environment, Health and Regulatory Services			
2.2Ai	Implement and report on the progress of the Waste Strategy 2021-2040	2026-2029	Actions implemented and progress reports prepared Percentage of waste customer requests responded to within 48 hours ≥ 98%	Manager Environment, Health and Regulatory Services
2.2B	**Increase community participation in sustainable waste and recycling practices through targeted education initiatives.** Manager Environment, Health and Regulatory Services			
2.2Bi	Implement the annual Waste Education Program.	2026-2029	Program implemented	Manager Environment, Health and Regulatory Services

Strategy 2.3 Encourage local communities to participate in environmental protection and sustainability initiatives				
2.3A	**Reduce community environmental impact by delivering education programs focused on energy efficiency, waterway protection, waste reduction and climate action** Manager Environment, Health and Regulatory Services			
2.3Ai	Implement activities to educate the community on reducing energy consumption and protecting the environment.	2026-2029	Environmental sustainability education activities provided each year	Manager Environment, Health and Regulatory Services

Strategy 2.4 Develop and implement policies and procedures that embed resilience principles to address risks arising from natural disasters such as bushfires, flooding and extreme weather events				
2.4A	**Reduce the community's exposure to natural disaster risk by implementing policies and procedures that address these. risks Manager Assets and Traffic**			
2.4Ai	Implement the Canterbury Bankstown/Georges River Bushfire Management Plan.	2026-2029	Plan implemented	Manager City Technical Services
2.4Aii	Maintain and implement the Georges River Local Emergency Management Plan in collaboration with the Local Emergency Management Committee (LEMC).	2026-2029	Plan implemented	Executive Manager City Presentation and Operations
2.4Aiii	Develop the floodplain risk management strategy and plans.	2026-2029	Strategy and plans developed	Manager Assets and Traffic

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Strategy 2.5 Implement programs and activities to ensure that local bushland and waterways are healthy and biodiverse				
2.5A	**Advance the health and amenity of the Georges River, through active representation on Georges Riverkeeper** Manager Environment, Health and Regulatory Services			
2.5Ai	Support the Georges Riverkeeper on an ongoing basis to progress joint programs for the benefit of the Georges River.	2026-2029	Support provided	Manager Environment, Health and Regulatory Services
2.5B	**Protect the scenic character of the foreshore by developing and implementing appropriate planning controls** Manager Strategic Planning			
2.5Bi	Progress the planning proposal to amend the Georges River LEP to introduce biodiversity and character provisions.	2026-2029	Status of inclusions into the planning proposal	Manager Strategic Planning

Strategy 2.6 Adopt and promote measures to increase the tree canopy, bushland and reinstate our biodiversity including endemic flora and fauna				
2.6A	**Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area** Executive Manager City Presentation and Operations			
2.6Ai	Maintain the Significant Tree Register for the Local Government Area.	2026-2029	Register maintained	Manager Environment, Health and Regulatory Services
2.6Aii	Deliver the annual tree maintenance program in line with the requirements outlined in the Tree Management Policy.	2026-2029	Maintenance program delivered	Executive Manager City Presentation and Operations
2.6Aiii	Deliver annual tree planting program	2026-2029	≥160 street trees planted each year	Executive Manager City Presentation and Operations
2.6Aiv	Ensure all approvals for the removal of public trees and the Tree Replacement Program are aligned with Council's Tree Management Policy.	2026-2029	Approvals aligned 2:1 ratio of public trees planted to public trees removed	Executive Manager City Presentation and Operations
2.7Av	Implement the recommendations of the Tree Management Service Review	2026-2029	100% of recommendations implemented within agreed timeframes	Executive Manager City Presentation and Operations
2.6B	**Protect, conserve and enhance the natural environment by implementing Council's Bush Regeneration Program** Manager City Technical Services			
2.6Bi	Implement the annual Bush Regeneration Program.	2026-2029	≥40 hectares of active bush regeneration activities ≥5000 native plants including trees, shrubs and ground covers planted to improve habitat, biodiversity and bushland ≥3000 volunteer hours associated with Bushcare activities	Manager City Technical Services
2.6Bii	Implement the high priority recommendations of the Biodiversity Study 2021 including preparing a Biodiversity Strategy.	2026-2029	Recommendations implemented	Manager Environment, Health and Regulatory Services

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Pillar 3: Our Economy

Long-Term Goal

We create a strong vibrant, sustainable local economy with innovative, green retail and business hubs offering clean amenities and diverse goods and services.

Services

CBD and Town Centre Cleansing
City Marketing
Community Facilities Cleansing and Maintenance
Economic Development
Placemaking
Strategic Planning and Policy

Delivery Program and Operational Plan

Strategy 3.1: Support local businesses to help protect jobs and create employment opportunities				
Code	Action	Year	Performance Indicator	Responsibility
3.1A	**Effectively advocate for Georges River local government area, to state and federal government and other agencies, through the development and implementation of an Advocacy Plan** Executive Manager City Futures			
3.1Ai	Develop an Advocacy Plan for Council.	2026-2027	Plan developed	Executive Manager City Futures
3.1B	**Drive local economic growth by completing and implementing a new Economic Strategy** Executive Manager City Futures			
3.1Bi	Complete a new Economic Strategy.	2026-2027	Strategy completed	Executive Manager City Futures
3.1Bii	Implement the actions of the new Economic Strategy.	2027-2029	Actions implemented	Executive Manager City Futures
3.1Bii	Engage with the Economic Leaders and stakeholders within the Georges River LGA.	2026-2029	Three annual meetings scheduled and held	Executive Manager City Futures
3.1C	**Grow innovation in the region by building strategic tertiary partnerships** Executive Manager City Futures			
3.1Ci	Build strategic partnerships with tertiary and industry stakeholders that support future investment and collaboration opportunities in the region.	2026-2029	Partnerships developed	Executive Manager City Futures

Strategy 3.2: Identify and implement initiatives to grow the night-time economy across the council area.				
3.2A	**Grow a vibrant and safe night-time economy by delivering programs that activate town centres after hours** **Executive Manager City Futures**			
3.2Ai	Support night-time economy growth, through inclusions in the Economic Development Strategy.	2026-2027	Actions are included in the new Economic Development Strategy	Executive Manager City Futures

Strategy 3.3: Maintain local town centres and public spaces to ensure they are clean, attractive and safe for local communities and visitors.				
3.3A	**Ensure town centres and public spaces are functional and safe** Executive Manager City Presentation and Operations			
3.3Ai	Undertake annual programmed and reactive cleansing, of town centres and public spaces.	2026-2029	Annual cleansing and maintenance work undertaken 100% of commercial centres cleaned daily ≥ 80% of reported graffiti removed within 5 days	Executive Manager City Presentation and Operations

Strategy 3.4: Encourage and support place-based events and activities to activate town centres.				
3.4A	**Create thriving places by implementing and promoting long-term place-based initiatives** **Manager Assets and Traffic**			
3.4Ai	Continue to implement place-based public domain initiatives across the Georges River Local Government Area.	2026-2029	Place based initiatives implemented	Manager Assets and Traffic

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Strategy 3.5: Implement greening and planting initiatives in town centres.				
3.5A	**Improve the amenity and attractiveness of town centres by implementing greening and planting initiatives** Manager Assets and Traffic			
3.5Ai	Identify areas for increased greening and creation/improvement of open space in our town centres.	2026-2029	Town centres improved	Manager Assets and Traffic

Strategy 3.6: Protect employment growth and services during land rezoning processes.				
3.6A	**Revitalise and strengthen commercial centres by implementing the recommendations of the Commercial Centres Strategy** **Manager Strategic Planning**			
3.6Ai	Continue the work of the Commercial Centres Strategy for all centres within the Georges River Local Government Area (Part 2).	2026-2029	Commercial Centres Strategy work continued	Manager Strategic Planning



Pillar 4: Our Built Environment

Long-Term Goal

We develop a high-quality, liveable and sustainable built environment with affordable housing, excellent urban design, and access to recreation facilities.

Services

Asset Management
Building Assessment
Capital Works Program Delivery
Civil Engineering Design
Civil Works Maintenance
Civil Works Maintenance
Council Building Maintenance
Council Structure Maintenance
Development Advisory
Development Assessment
Development Compliance
Development Contributions
Heavy Vehicle, Plant and Passenger Fleet Maintenance
Local Strategic Planning Statement
Maintenance of GRDCP 2021
Maintenance of GRLEP 2021
Maintenance of Major Sporting Venue Sports Turf
Open Space Public Play Equipment Safety Audits and Maintenance
Park Maintenance including CBD Gardens
Planning Agreements
Planning Certificates
Planning Proposal Assessment
Plans of Management and Master Plans over Council's Parks and Reserves
Public Amenities Cleaning
Sports Field Maintenance
Sporting Facilities, Contract and Lease Management
Stormwater Management
Strategic Asset Management
Strategic Planning and Policy
Strategic Property
Street Sweeping
Traffic Advisory Committee
Traffic and Transport

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Delivery Program and Operational Plan

Strategy 4.1: Manage development assessment processes to reflect the intent of local planning instruments, state planning objectives and community priorities				
Code	**Action**	**Year**	**Performance Indicator**	**Responsibility**
4.1A	**Deliver timely, high-quality development application assessment that provides a positive customer experience** Manager Development and Building			
4.1Ai	Process and determine development applications within statutory and target timeframes while providing responsive customer service throughout the assessment process.	2026-2029	≤95 days average gross assessment time for DAs ≤ 95 days average gross assessment time for DA Modifications and DA reviews ≤ 15 days average time from DA lodgement to notification ≤ 7 days average time from portal lodgement to Council lodgement	Manager Development and Building
4.1Aii	Implement actions identified in the Ministerial Action Plan and internal Service Review to support improvement in the DA service	2026-2029	100% of actions completed on time	Manager Development and Building
4.1B	**Increase community understanding of development and building approval processes** Manager Development and Building			
4.1Bi	Provide clear information and guidance to the community on development and building approval processes.	2026-2029	100% of refusals offered feedback and recommendations	Manager Development and Building
4.1Bii	Provide and maintain up to date information on Council's website.	2026-2029	Information reflects current legislation and processes	Manager Development and Building

Strategy 4.2: Create local policies and initiatives to encourage a greater supply of housing diversity, quality design and sustainability principles				
4.2A	**Increase affordable housing supply through the development and implementation of an Affordable Rental Housing Contributions Scheme** Manager Strategic Planning			
4.2Ai	Develop and implement an Affordable Rental Housing Contributions Scheme.	2026-2029	Scheme is developed and implemented.	Manager Strategic Planning
4.2B	**Support increased affordable housing options, by exploring opportunities for affordable housing in Council redevelopments** Executive Manager City Futures			
4.2Bi	Affordable housing to be considered in conjunction with the wider property strategy associated with the Civic Precinct redevelopment.	2026-2029	Affordable housing considered	Executive Manager City Futures
4.2C	**Encourage diversity of housing with quality design and sustainability principles, through policy development** Manager Strategic Planning			
4.2Ci	Prepare an update to the Georges River Local Strategic Planning Statement.	2027-2029	Statement prepared	Manager Strategic Planning
4.2Cii	Progress planning proposals in accordance with statutory timeframes.	2026-2029	≥ 85% of planning proposals meeting Gateway determination timeframes	Manager Strategic Planning
4.2D	**Revitalise local centres and respond to community aspirations by completing Master Plans for key centres** Manager Strategic Planning			
4.2Di	Complete a Master Plan for Beverly Hills Local Centre.	2026-2027	Master Plan completed	Manager Strategic Planning
4.2Dii	Implement the Mortdale Local Centre Master Plan.	2026-2027	Master Plan implemented	Manager Strategic Planning
4.2Diii	Complete a Master Plan for the Riverwood Local Centre.	2026-2027	Master Plan completed	Manager Strategic Planning
4.2Div	Complete a Master Plan for the Kogarah Strategic Centre.	2026-2027	Master Plan completed	Manager Strategic Planning
4.2Dv	Include the recommendations of the CINAAAS for open space provision in the review of the development contributions plan.	2025-2029	Open space included	Manager Strategic Planning

Strategy 4.3: Plan and provide a range of appropriate public transport services such as train and bus services				
4.3A	**Advocate to the State Government for improved public transport services to the LGA** Manager Strategic Planning			
4.3Ai	Lobby Transport for NSW and the Minister for Transport for improved public transport options, to support strategic planning developments.	2026-2029	Transport options improved	Manager Assets and Traffic
4.3Aii	Review the status of actions from the various transport strategies that have been prepared for Council and report on an annual basis.	2026-2029	Annual reporting completed	Manager Strategic Planning

Strategy 4.4: Plan, maintain and improve safe and connected roads, footpaths and cycleways				
4.4A	**Increase road and pedestrian safety across the Georges River LGA** Manager Assets and Traffic			
4.4Ai	Plan the annual traffic and transport program and report proposals to the Local Transport Forum	2026-2029	Planning undertaken	Manager Assets and Traffic
4.4Aii	Deliver annual traffic and transport program	2026-2029	Program delivered	Manager City Technical Services
4.4Aiii	Deliver the annual road safety program.	2026-2029	Program delivered	Manager Assets and Traffic
4.4B	**Ensure Council's footpath and shared path network is functional and safe** Manager Assets and Traffic			
4.4Bi	Deliver the capital works program for new footpaths.	2026-2029	Program delivered	Manager City Technical Services
4.4Bii	Plan the annual capital renewal and maintenance programs for footpaths and shared paths.	2026-2029	Planning undertaken	Manager Assets and Traffic
4.4Biii	Plan new footpaths and shared paths.	2026-2029	Planning undertaken	Manager Assets and Traffic
4.4Biv	Deliver the annual capital works program for footpath renewals.	2026-2029	Program delivered	Executive Manager City Presentation and Operations
4.4Bv	Undertake reactive maintenance works of Council's existing footpath networks.	2026-2029	≥ 90% of customer requests completed within agreed times	Executive Manager City Presentation and Operations
4.4Bvi	Commence design of active transport and micro mobility routes within the local government area.	2026-2029	Design of routes commenced	Manager Assets and Traffic
4.4C	**Ensure Council's road assets, including roads, kerb and gutter, retaining walls and bridges, are functional and safe** Manager Assets and Traffic			
4.4Ci	Plan for Council's road assets renewal and upgrade program.	2026-2029	Planning undertaken	Manager Assets and Traffic
4.4Cii	Deliver the annual capital works program for road assets.	2026-2029	Annual program delivered	Manager City Technical Services
4.4Ciii	Undertake reactive maintenance works of Council's road assets.	2026-2029	≥ 90% of customer requests completed within agreed times 100% of pothole requests made safe and scheduled for repair within 7 days ≥ 30,000 km of roads swept	Executive Manager City Presentation and Operations
4.4Civ	Complete applications for driveway crossing and associated works	2026-2029	≥ 90% of applications completed within 12 weeks	Manager City Technical Services

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4.4D	**Ensure Council's stormwater assets are functional and safe** Manager Assets and Traffic			
4.4Di	Plan for Council's stormwater assets renewal and upgrade program.	2026-2029	Planning undertaken	Manager Assets and Traffic
4.4Dii	Deliver the annual capital works program for stormwater assets.	2026-2029	Annual program delivered	Manager City Technical Services
4.4Diii	Undertake reactive maintenance works of Council's stormwater assets.	2026-2029	≥ 90% of customer requests completed within agreed times	Executive Manager City Presentation and Operations

Strategy 4.5: Plan, maintain and manage public parks, facilities and open spaces to provide diverse active and passive recreation options				
4.5A	**Improve the management of parks and reserves by ensuring updated Plans of Management and Master Plans are in place** Manager Strategic Planning			
4.5Ai	Continue Plans of Management for Crown Lands in accordance with the Crown Land Management Act.	2026-2029	Plans of management continued	Manager Strategic Planning
4.5Aii	Complete the Plan of Management and Master Plan for Carss Bush Park and Todd Park	2026-2027	Plan of Management and Master Plan completed	Manager Strategic Planning
4.5Aiii	Complete the Plan of Management and Master Plan for the Jubilee Stadium Precinct.	2026-2027	Plan of Management and Master Plan completed	Manager Strategic Planning
4.5Aiv	Complete the Plan of Management for Beverley Park Golf Course.	2026-2027	Plan of Management completed	Manager Strategic Planning
4.5B	**Optimise the use and availability of Council's sports fields** **Manager Assets and Traffic**			
4.5Bi	Plan for Council's sports fields renewal and upgrade program.	2026-2029	Planning undertaken	Manager Assets and Traffic
4.5Bii	Deliver the annual capital works program for sports field assets.	2026-2029	Program delivered	Manager City Technical Services
4.5Biii	Undertake planned and reactive maintenance works of Council's sports fields.	2026-2029	≥ 90% of customer requests completed within agreed times	Executive Manager City Presentation and Operations
4.5Biv	Review of the two year trial of Council management of synthetic sports fields as part of the CINAAAS.	2026-2027	Trial and review completed	Manager Sport and Community Facilities
4.5Bv	Complete a quality audit of open space as part of the CINAAAS.	2026-2027	Audit completed	Manager Assets and Traffic
4.5Bvi	Explore options for 'informal' recreation through management of open space as part the CINAAAS.	2026-2029	Options explored	Manager Assets and Traffic Manager Strategic Planning
4.5C	**Optimise the operation and management of Council's aquatic facilities** Manager Sport and Community Facilities			
4.5Ci	Develop site specific asset management plans for Council's existing aquatic facilities.	2026-2027	Asset Management Plans developed	Manager Assets and Traffic
4.5Cii	Implement the asset management plan for Council's aquatic facilities	2026-2029	Plan implemented	Manager Assets and Traffic Executive Manager City Presentation and Operations
4.5Ciii	Develop a feasibility study for aquatic centre management options.	2026-2027	Feasibility study completed by 31 October	Manager Sport and Community Facilities
4.5D	**Ensure Council's playgrounds are functional and safe** Manager Assets and Traffic			
4.5Di	Develop the playground strategy to include new, upgrade, renewal and decommissioned playgrounds.	2026-2029	Strategy developed	Manager Assets and Traffic
4.5Dii	Deliver the annual capital works program for playgrounds.	2026-2029	Program delivered	Manager City Technical Services
4.5Diii	Conduct quarterly playground inspections aligned with the current requirements and deliver the annual maintenance program.	2026-2029	Quarterly inspected conducted	Executive Manager City Presentation and Operations
4.5Div	Deliver Peakhurst Park Adventure Playspace Project	2026-2029	Project completed and open to the public	Manager City Technical Services
4.5E	**Ensure Council's buildings are functional and safe** Manager Assets and Traffic			
4.5Ei	Undertake annual programmed and reactive maintenance works and cleansing of Council's buildings.	2026-2029	Planned maintenance undertaken ≥ 90% of customer requests completed within agreed times 100% of public amenities cleansed daily	Executive Manager City Presentation and Operations
4.5Eii	Develop the annual capital renewal program for Council buildings.	2026-2029	Program developed	Manager Assets and Traffic
4.5Eiii	Deliver Olds Park Premium Sporting Facility Project	2026-2027	Project completed and open to the public	Manager City Technical Services

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Strategy 4.6: Plan for and manage collaboratively with the three spheres of government to improve community assets and facilities				
4.6A	**Progress the construction of a new aquatic facility in the Georges River LGA**			
4.6Ai	Partner with the NSW Government to construct a new aquatic facility at Carss Park.	2026-2028	Construction completed	Director Assets and Infrastructure Executive Manager City Futures
4.6Aii	Prioritise Council's financial contribution to the Carss Park aquatic facility.	2026-2028	Council's financial contribution delivered in accordance with the agreed funding schedule	Director Business and Corporate Services

Strategy 4.7: Manage and maintain community access to local waterways and bushland				
4.7A	**Improve community access to waterways and bushlands through planning and implementation of access improvements and ensuring Council's marine and foreshore assets are functional and safe** Manager Assets and Traffic			
4.7Ai	Implement actions from the adopted Foreshore Access and Improvement Plan	2026-2029	Actions implemented	Manager Assets and Traffic
4.7Aii	Plan for the implementation of adopted master plans.	2026-2029	Master plans implemented	Manager Assets and Traffic
4.7Aiii	Plan for the annual marine infrastructure program.	2026-2029	Planning undertaken	Manager Assets and Traffic
4.7Aiv	Deliver the marine infrastructure renewal program.	2026-2027	Infrastructure delivered	Manager City Technical Services
4.7Av	Deliver Tom Ugly's Point Reserve Seawall Reconstruction project.	2026-2027	Project delivered	Manager City Technical Services

Strategy 4.8: Prioritise investment in infrastructure				
4.8A	**Secure land identified in the comprehensive LEP for future public infrastructure and community benefit, through implementation of a purchasing program for property requiring compulsory acquisition** Head of Strategic Property			
4.8Ai	Acquire land for open space purposes as identified in the Local Environmental Plan.	2026-2029	Land acquired	Head of Strategic Property
4.8B	**Deliver a planned asset renewal program that prioritises the timely replacement and upgrade of infrastructure** Manager Assets and Traffic			
4.8Bi	Ensure the annual capital works program renews priority assets in accordance with the Asset Management Plans and industry benchmark.	2026-2029	Asset Renewal Ratio ≥100%	Manager Assets and Traffic



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Pillar 5: Our Governance

Long-Term Goal

We ensure transparent and ethical governance with accountable decisions, financial sustainability, and collaboration across government levels, engaged by the voices of our diverse community, for future generations.

Services

Access to Information and Privacy
Business Insights
City Marketing
Commercial Property Management
Communications and Engagement
Corporate Governance
Court Attendance
Digital Services – Information Management
Executive Services
Financial Management
Financial Planning and Analysis
Geographical Information Systems
IMT Improvement and Support
Insurance
Integrated Planning and Reporting
Internal Audit
Legal Advice
Payroll
Employee Relations & Talent
People Experience
Procurement
Records and Information Management
Revenue Management
Risk
Statutory Land/Property Management
Strategic Property Matters
Technology
Work Health and Safety

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Delivery Program and Operational Plan

Strategy 5.1: Ensure all levels of government consult and engage the community on projects, initiatives and issues which have an impact on their lives.				
Code	Action	Year	Performance Indicator	Responsibility
5.1A	**Improve service outcomes through regional collaboration for shared facilities and services** Manager Sport and Community Facilities			
5.1Ai	Continue with shared and joint use program with Department of Education.	2026-2029	Program continued	Manager Sport and Community Facilities
5.1B	**Achieve consistent and meaningful community engagement by embedding Council's Engagement Strategy** Executive Manager City Futures			
5.1Bi	Maintain on Your Say a community facing dashboard on engagement activity.	2026-2029	Community facing dashboard continued	Executive Manager City Futures
5.1Bii	Expand the suite of resources and training programs for Council staff to create more opportunities for community engagement.	2026-2029	Suite expanded	Executive Manager City Futures
5.1Biii	Establish a new baseline for Georges River website engagement and accessibility utilising new and existing analytics tools.	2026-2026	Baseline established	Executive Manager City Futures
5.1Biv	Deliver an innovative approach utilising a broad range of tools to enable authentic community engagement.	2026-2029	Innovative approach delivered	Executive Manager City Futures
5.1Bv	Develop a comprehensive community engagement report for Council's annual report.	2026-2029	Report delivered	Executive Manager City Futures

Strategy 5.2: Implement a governance framework that covers ethical behaviour, financial management including procurement, risk management and access to information				
5.2A	**Strengthen governance and accountability by facilitating the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and the ARIC Charter** Chief Audit Executive			
5.2Ai	Facilitate ARIC reports to Council on activities and functions, including an Annual Report from the ARIC Chair.	2026-2029	Report delivered to and adopted by Council	Chief Audit Executive

5.2Aii	Prepare an annual ARIC Responsibility Calendar reflecting Local Government and ARIC Terms of Reference requirements to be completed throughout the year.	2026-2029	Calendar prepared, approved by the ARIC Chair and adopted by Council	Chief Audit Executive
5.2B	**Promote an ethical, efficient and well-governed organisation by embedding strong internal controls and good governance practices** Chief Audit Executive			
5.2Bi	Complete the 2026/27 Internal Audit Program, as part of the adopted 4-year Strategic Work Plan.	2026-2027	≥ 90% of the program completed by 30 June	Chief Audit Executive
5.2Bii	Consider other agencies reports (e.g. ICAC, Audit Office NSW, OLG) relating to internal controls, governance and investigations, and implement actions relevant to Council.	2026-2029	Reports considered and implemented where required	Chief Audit Executive
5.2Biii	Promote and provide governance-focused education, enhancing organisational frameworks, and implementing safeguards to ensure Council enforces high ethical standards.	2026-2029	Education promoted and provided	Chief Governance and Risk Officer
5.2C	**Reduce organisational risk exposure by maturing Council's Enterprise Risk Management Framework and focussing on education, awareness and mitigation** Chief Governance and Risk Officer			
5.2Ci	Annually review Council's strategic and operational risks.	2026-2029	Risks reviewed ≥ 80% of risks within risk appetite and tolerance levels	Chief Governance and Risk Officer
5.2Cii	Review and report on the Governance and Risk Frameworks status to the Audit, Risk and Improvement Committee and the Executive Team.	2026-2029	Risks reviewed and reported	Chief Governance and Risk Officer
5.2D	**Uphold transparency obligations by maintaining online public registers and Designated Persons disclosure returns, in accordance with Government Information (Public Access) Act 2009 and Council's Code of Conduct** Chief Governance and Risk Officer			
5.2Di	Continue to maintain online public registers as required including gifts and benefits and Councillor disclosures of interest returns.	2026-2029	Registers maintained	Chief Governance and Risk Officer
5.2Dii	Process and respond to Government Information (Public Access) Act applications, in accordance with statutory requirements and Council's obligations under the Act.	2026-2029	≥ 80% of GIPAs completed within legislated timeframe	Chief Governance and Risk Officer
5.2E	**Meet statutory reporting obligations by reporting to the Office of Local Government and NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters** Chief Governance and Risk Officer			
5.2Ei	Continue reporting statistics to the Office of Local Government, the ICAC, NSW Ombudsman and the Information Privacy Commission in accordance with statutory reporting requirements and Council's Procedures for the Administration of the Public Interest Disclosures Reporting Policy.	2026-2029	100% compliance with statutory and legislative reporting requirements (Office of Local Government Compliance Calendar)	Chief Governance and Risk Officer

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Strategy 5.3: Maintain a sustainable financial position balanced with demand for services and new projects by evaluating the long-term financial impacts of decisions and ensuring the current generation adequately funds the services it consumes				
5.3A	**Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future** Chief Financial Officer			
5.3Ai	Align the annual budget strategy to incorporate proposed new projects and programs, while maintaining long-term financial sustainability.	2026-2029	Budget aligned ≤±5% variance between actual year-to-date income and the approved budget ≤±5% variance between actual year-to-date expenditure and the approved budget ≤1.5% over the approved budget for actual year-to-date employee costs Investment portfolio returns for the past 12 months exceed industry benchmark as disclosed by Councils investment advisor	Chief Financial Officer
5.3Aii	Ensure the annual Long Term Financial Plan adequately highlights emerging risks and outlined actions to remediate.	2026-2029	100% of material emerging financial risks identified through Council's risk assessment processes are documented in the adopted Long-Term Financial Plan, with corresponding mitigation actions.	Chief Financial Officer

5.3B	**Manage Council's commercial property portfolio to optimise financial returns, directing profits to fund community assets and services** Head of Strategic Property			
5.3Bi	Actively manage Council's commercial property portfolio, including leasing, carpark operations and property transactions, to optimise financial returns, for community benefit.	2026-2029	≥ 90% occupancy across Council-owned commercial properties	Head of Strategic Property
5.3Bii	Deliver key studies to inform the strategic optimisation of Council's property portfolio, prioritising outcomes that enable the delivery of the Hurstville Precinct development.	2026-2029	100% of completed studies lead to Council endorsement of the proposed redevelopment	Executive Manager City Futures

Strategy 5.4: Undertake effective management of digital frameworks to enable responsive and timely services and information and protect privacy				
5.4A	**Improve digital capability and service delivery by implementing the Digital Strategy** Chief Information Officer			
5.4Ai	Implement digital transformation initiatives that improve community access to council online services.	2026-2029	Initiatives implemented	Chief Information Officer
5.4Aii	Implement an independent information security audit program, to strengthen business resilience and protect Council's data from breaches and enhance trust.	2026-2029	Program implemented ≥ 90% of cyber threats blocked ≥ 90% cyber threat preparedness ≥ 95% of important devices on the Council's network that are fully updated	Chief Information Officer
5.4Aiii	Review Council's Enterprise architecture to future proof and enable secure, scalable information services.	2026-2029	Enterprise architecture reviewed	Chief Information Officer

Strategy 5.5: Implement leading people practices to create a high performing, capable and resilient workforce				
5.5A	**Provide a safe workplace, where staff feel supported and valued, by implementing a Workplace Health and Safety System** Chief People Officer			
5.5Ai	Implement initiatives to strengthen workplace health and safety practices and reduce workplace risk, including psychosocial hazard risk management.	2026-2029	Procedures evaluated/controls implemented ≥ 80% WHS Incident Management Corrective Actions finalised within agreed times	Chief People Officer
5.5B	**Build workforce capacity and capability, through implementation of Our People Plan** Chief People Officer			
5.5Bi	Continue to enhance and embed Council's Performance Excellence Framework to strengthen role clarity, accountability and purposeful direction for individuals, teams and the organisation.	2026-2029	Program enhanced	Chief People Officer
5.5Bii	Implement Council's Inclusion Strategy to foster a diverse and inclusive workplace where employees feel welcomed, valued and empowered to contribute to Council's mission.	2026-2029	Strategy implemented	Chief People Officer
5.5Biii	Strengthen Council's approach to employee wellbeing and psychosocial hazard risk management through proactive initiatives that support a safe, healthy and resilient workplace.	2026-2029	Initiatives implemented	Chief People Officer
5.5Biv	Implement Year Two actions of Council's Talent Acquisition Strategy to strengthen workforce planning, improve recruitment outcomes and attract diverse talent to Council.	2026-2027	Actions Implemented	Chief People Officer
5.5Bv	Implement initiatives under the Future Workplace Strategy to design and embed a modern flexible working model that supports productivity, employee wellbeing and service delivery.	2026-2029	Strategy implemented	Chief People Officer
5.5Bvi	Deliver leadership capability initiatives aligned with Council's Leadership Practices to increase the visibility, influence and impact of leaders across the organisation.	2026-2029	Program enhanced	Chief People Officer
5.5Bvii	Develop an Employee Listening Framework to capture employee insights and trends that support workforce planning, forecasting and informed decision making.	2026-2029	Actions Implemented	Chief People Officer

Strategy 5.6: Ensure decision making is evidence based				
5.6A	**Strengthen councillor capability and effectiveness by delivering a councillor induction and professional development program in accordance with the Local Government Act 1993** Manager Office of the General Manager			
5.6Ai	Provide ample training and development opportunities (offered both externally and internally) to ensure diversity of choice and availability.	2026-2029	Opportunities provided	Manager Office of the General Manager

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5.6B	**Provide strategic accountability and transparency to the community through compliance with Integrated Planning and Reporting legislation** Manager Office of the General Manager			
5.6Bi	Prepare six monthly progress reports to Council on Council's progress in implementing the principal activities detailed in the Delivery Program.	2026-2029	6 monthly reports produced	Manager Office of the General Manager
5.6C	**Provide transparency to the community, by communicating decisions made by the elected body** Manager Office of the General Manager			
5.6Ci	Ensure recordings of all Council and Committee meetings are made available on Council's website for a period of four years (from 2021 onwards).	2026-2029	*Recordings available*	Manager Office of the General Manager
5.6Cii	Ensure Council and Committee meeting business papers and minutes are published within required timeframes, minimise closed session decisions, and facilitate community participation through Public Forums.	2026-2029	100% of Council meeting minutes (unconfirmed) published within five business days 100% of Council meeting business papers made publicly available on Council's website at least three days prior to each meeting 100% of Committee meeting business papers made publicly available on Council's website at least three days prior to each meeting ≤ 10% Council decisions made at meetings closed to the public ≥ 20 registered speakers at Public Forums	Manager Office of the General Manager
5.6D	**Improve service efficiency and effectiveness by conducting reviews of Council services, in line with the Service Review Program** Manager Office of the General Manager			
5.6Di	Conduct a review of Sports Field and Facilities Maintenance	2026-2027	Service review completed by 30 June	Manager Office of the General Manager
5.6Dii	Conduct a review of Hurstville Entertainment Centre.	2026-2027	Service review completed by 30 June	Manager Office of the General Manager
5.6Diii	Conduct a review of Fire Safety Compliance	2026-2027	Service review completed by 30 June	Manager Office of the General Manager
5.6Div	Conduct a review of Council's Asset Management.	2027-2028	Service review completed by 30 June	Manager Office of the General Manager
5.6Dv	Conduct a review of Council's Waste service.	2027-2028	Service review completed by 30 June	Manager Office of the General Manager
5.6Dvi	Conduct a review of Council's Cyber Security.	2027-2028	Service review completed by 30 June	Manager Office of the General Manager
5.6Dviii	Conduct a review of Council's Events.	2028-2029	Service review completed by 30 June	Manager Office of the General Manager
5.6Dix	Conduct a review of Council's Sporting Facilities Contract and Lease Management.	2028-2029	Service review completed by 30 June	Manager Office of the General Manager
5.6E	**Ensure Council operates lawfully and in the public interest through effective legal representation and sound legal advice.** General Counsel			
5.6Ei	Protect Council and the broader community interest by ensuring Council decisions and actions comply with legislation and are effectively represented in legal proceedings	2026-2029	≥ 75% of legal cases determined in accordance with Council's corporate and strategic objectives including successful prosecutions (convictions) and/or fines for major environment offences, including tree breaches ≥ 25 Land and Environment Court Class 1 appeals managed by in-house legal counsel	General Counsel

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2026/27 Budget

About the Budget

Topic	Budget Strategy Details
Financial Strategy and Budget Goals	• The budget aims to achieve an operating surplus of $2-3 million to generate sufficient cash for Council's contribution to the Carss Park Aquatic Facility (CCL086-24). • Service levels have been capped to align with constrained resources and achieve the operating surplus. • Budget bids of $2.1 million have been included, with over $4.0 million either reduced or deferred. • A 4-year Capital Program Budget of $202.0 million has been proposed and is expected to occur between the years 2026/27 to 2029/30. Any capital works budgeted to occur in 2025/26, that do not get completed, will be added to the program as part of the carryover process in 2026/27.
Economic Conditions and Financial Pressures	• There has been a material shift in economic conditions, especially rising costs, which, combined with capped income and no changes to the service portfolio, result in greater financial pressures. • A standard CPI increase of 3.0% has been applied across income, materials, services, and expenses, though some areas are experiencing higher increases than the CPI index. • Material income changes include a 4.8% Rate Variation, and a continuation of strong investment returns due to healthy cash balances. • Depreciation is forecast to increase due to construction of new assets, immaterial disposal of assets, asset condition deterioration, and the rising cost of replacement. • Insurance premiums have been set to increase based on natural disaster, cost of replacement, new assets, and a heightened risk environment.
Employee Costs and Strategies	• Award increase has been assumed at 4.0%. • The employee cost reduction strategy has been maintained to reflect the current financial circumstances. A mandated 5% vacancy rate has been applied which can be achieved through holding off on some recruitment and adjusting department budgets accordingly. This approach aims to help balance our financial goals while ensuring we continue to meet service expectations. • Two-week Christmas shutdown that includes the provision of three grant days.
Income and Subsidies	• Application of the IPART Rate Peg of 4.8%. • Eligible Fees and Charges have been set at a 3% increase to ensure cost recovery of the material cost increases. • Domestic waste management charges have been set to achieve full cost recovery, with no net impact on Council's general revenue. • The mandatory (legislated) pensioner rebate has been maintained at $1 million. • Community and sporting group rental subsidies remain unchanged (approximately $1.4 million). • Subsidies around the Venue Hire program have increased by $40,000 due to one additional community property being included in the program (now $120,000). • Childcare fees have been set to comply with the Childcare Policy of cost-neutral operating budget.
Other Considerations	• Council remains debt-free, with no proposed or current loans. • Income projections are based on business as usual. • Council's rates default level has been assumed to stay within benchmark parameters of less than 5%. • Strategic land acquisitions for open space have not been included in the budget due to uncertainty around when these will occur. If there is an opportunity for acquisitions, these will seek the relevant budget approval in a separate report to Council.

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Budgeted Income Statement

	2026/27 Budget $'000	2027/28 Estimate $'000	2028/29 Estimate $'000	2029/30 Estimate $'000
Income from continuing operations				
Rates and annual charges	139,088	144,255	149,619	155,183
User charges and fees	21,890	22,546	23,222	23,919
Other revenues	16,005	16,485	16,980	17,490
Grants and contributions - operating	8,458	8,711	8,972	9,241
Grants and contributions - capital	13,850	14,266	14,694	15,135
Interest and investment revenue	13,495	12,661	11,973	11,591
Total income from continuing operations	212,786	218,924	225,460	232,559
Expenses from continuing operations				
Employee benefits and on-costs	79,027	82,143	85,382	88,751
Materials and services	79,028	81,998	86,142	87,591
Borrowing costs	-	-	-	-
Other expenses	4,589	4,727	4,869	5,015
Depreciation	33,664	35,016	35,920	36,667
Net loss from the disposal of assets	450	450	450	450
Total expenses from continuing operations	196,758	204,334	212,763	218,474
Operating result from continuing operations	16,028	14,590	12,697	14,085
Net Operating result excluding capital grants and contributions – Surplus/(Deficit)	2,178	324	(1,997)	(1,050)

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Budgeted Income Statement by Pillar

	Our Community	Our Built Environment	Our Economy	Our Green Environment	Our Governance	Total 2026/27 Budget $'000
Income from continuing operations						
Rates and annual charges	-	1,250	-	38,548	99,290	139,088
User charges and fees	10,390	9,689	908	561	341	21,889
Other revenues	6,146	1,003	7,295	519	1,042	16,005
Grants and contributions - operating	1,759	2,304	25	-	4,371	8,459
Grants and contributions - capital	-	-	9,850	-	4,000	13,850
Interest and investment revenue	-	4	5,355	900	7,236	13,495
Total income from continuing operations	**18,295**	**14,250**	**23,433**	**40,528**	**116,280**	**212,786**
Expenses from continuing operations						
Employee benefits and on-costs	21,670	16,629	7,691	14,098	18,939	79,027
Materials and services	8,806	13,536	1,976	36,867	17,843	79,028
Borrowing costs	-	-	-	-	-	-
Other expenses	800	-	415	100	3,274	4,589
Depreciation	2,381	3,193	-	-	28,090	33,664
Net loss from the disposal of assets	(50)	(400)	-	-	900	450
Total expenses from continuing operations	**33,607**	**32,958**	**10,082**	**51,065**	**69,046**	**196,758**
Operating result from continuing operations	**(15,312)**	**(18,708)**	**13,351**	**(10,537)**	**47,234**	**16,028**
Net Operating result excluding capital grants	**(15,312)**	**(18,708)**	**3,501**	**(10,537)**	**43,234**	**2,178**

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Budgeted Statement of Financial Position

	2026/27 BUDGET $'000	2027/28 Estimate $'000	2028/29 Estimate $'000	2029/30 Estimate $'000
ASSETS				
Current Assets	-	-	-	-
Cash and cash equivalents	14,579	14,617	14,128	13,760
Investments	262,417	263,112	254,298	247,680
Receivables	13,026	13,189	13,387	13,653
Inventories	194	199	205	212
Other - prepayments	1,979	1,979	1,979	1,979
Total Current Assets	292,194	293,097	283,997	277,284
Non-Current Assets	-	-	-	-
Investments	14,579	14,617	14,128	13,760
Infrastructure, property, plant and equipment	1,777,189	1,859,018	1,878,584	1,900,175
Investment Property	29,107	29,107	29,107	29,107
Total Non-Current Assets	1,820,875	1,902,742	1,921,819	1,943,042
Total Assets	2,113,069	2,195,839	2,205,815	2,220,326
LIABILITIES				
Current Liabilities		-	-	-
Payables	29,831	33,241	29,720	29,317
Contract liabilities	7,200	7,200	7,200	7,200
Borrowings	-	-	-	-
Accruals & Provisions	18,512	19,241	20,000	20,790
Total Current Liabilities	55,543	59,682	56,920	57,307
Non-Current Liabilities	-	-	-	-
Contract Liabilities	800	800	800	800
Borrowings	-	-	-	-
Accruals & Provisions	974	1,013	1,053	1,094
Total Non-Current Liabilities	1,774	1,813	1,853	1,894
Total Liabilities	57,317	61,495	58,773	59,201
Net Assets	2,055,752	2,134,344	2,147,042	2,161,125
EQUITY				
Retained Earnings	1,565,545	1,644,135	1,656,832	1,670,917
Revaluation Reserve	490,207	490,209	490,210	490,208
Total Equity	2,055,752	2,134,344	2,147,042	2,161,125

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Budgeted Statement of Cash Flows

	2026/27 BUDGET $'000	2027/28 Estimate $'000	2028/29 Estimate $'000	2029/30 Estimate $'000
Cash Flows from Operating Activities				
Receipts				
Rates and annual charges	138,906	144,100	149,457	155,015
User charges and fees	21,795	22,457	23,129	23,823
Interest received	13,537	12,809	12,096	11,659
Grants and contributions	22,341	22,949	23,638	24,346
Other	15,797	16,392	16,886	17,392
Payments				
Payments to employees	(77,973)	(81,375)	(84,583)	(87,920)
Payments for materials and services	(78,696)	(82,678)	(86,761)	(88,619)
Borrowing costs	-	-	-	-
Other	(4,027)	(4,238)	(4,365)	(4,497)
Net Cash from Operating Activities	51,680	50,416	49,497	51,199
Cash Flows from Investing Activities				
Receipts				
Sale of investments	58,000	58,000	58,000	57,000
Proceeds from sale of IPPE	1,516	1,614	1,717	1,825
Payments				
Purchase of investments	(58,000)	(58,000)	(58,000)	(57,000)
Payments for IPPE	(51,542)	(51,257)	(61,008)	(60,377)
Net Cash from Investing Activities	(50,026)	(49,643)	(59,291)	(58,552)
Cash Flows from Financing Activities				
Receipts	-	-	-	-
New Borrowings	-	-	-	-
Payments	-	-	-	-
Repayment of Borrowings	-	-	-	-
Net Cash from Financing Activities	-	-	-	-
Net Increase / (Decrease) in Cash and Cash Equivalents	1,654	773	(9,794)	(7,353)
Cash and Cash Equivalents - Beginning of the Year	289,920	291,574	292,347	282,553
Cash and Cash Equivalents - End of the year	291,574	292,347	282,553	275,200

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Projected Restricted Cash Reserves Balances

	2025/26 Revised Q2 Budget $'000	2026/27 Estimate $'000
Total Cash, Cash Equivalents & Investments	266,938	269,458
EXTERNALLY RESTRICTED CLOSING BALANCES		
Developer Contributions	114,329	112,459
Domestic Waste Management Reserve	20,857	21,275
Environment and Stormwater Management	3,078	2,068
Other (Specific Purpose Unexpended Grants; Town Improvement Levy Funds; Infrastructure Plus)	7,567	3,061
Total Externally Restricted Balances	145,831	138,863
Cash, cash equivalents & investments not subject to external restrictions	121,107	130,595
INTERNALLY RESTRICTED CLOSING BALANCES		
Employee Leave Entitlements	7,559	8,370
Assets, Roads and Infrastructure Management	22,875	27,915
Commercial Property	16,462	11,023
Co-Contributions Reserve	10,275	11,424
Strategic Centres	5,743	5,743
Carss Park Aquatic Facility Construction Contribution Reserve	3,000	15,000
Other (all other Internally Restricted Reserves)	22,969	22,122
Total Internally Restricted Balances	88,883	101,596
Unrestricted Cash Balance Forecast	**32,224**	**28,999**

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Key Performance Indicators

	Benchmark	2025/26 Budget	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Operating Performance Ratio (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	0%	1.3%	0.4%	-0.7%	-0.3%
Own source operating revenue ratio (Measures Council's dependence on Grants and Contributions income)	> 60%	89.5%	89.5%	89.5%	89.5%
Unrestricted Current Ratio (Measures Council's liquidity)	> 1.5x	2.6	2.4	2.5	2.4
Debt Service Cover Ratio (Measures Council's capacity to service debt)	> 2.0x	No Debt	No Debt	No Debt	No Debt
Rates and annual charges outstanding percentage (expressed as a percentage of total rates and charges available for collection in the financial year)	< 5%	3%	3%	3%	3%
Cash Expense Cover Ratio (Measures Council's Cash coverage of Expenditure)	> 3 Mths	9.9	9.6	8.8	8.4

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Capital Program Budget

All projects included in the 2026/27 – 2029/30 Capital Program:

- Prioritise Infrastructure Renewal Programs, such as: transport, stormwater, open space, building and others
- Align to the Resourcing Strategy and Long-Term Financial Plan
- Have an identified eligible funding source(s)
- Adhere to strategic asset management principles and practices
- Link to a Plan of Management (POM), Master Plan, Council Strategy/Plan and/or Stakeholder Plan
- Support Council's Environmental Resilience Action Plan 2022-2040.

Funding for the 2026/27 program is based on a mix of grant funding, developer contributions and external reserves, with use of internal reserves and general revenue focused on renewal programs.

Capital Program	2026/27 Proposed Budget $'000	2027/28 Proposed Budget $'000	2028/29 Proposed Budget $'000	2029/30 Proposed Budget $'000	2026/27-2029/30 Proposed Capital Program $'000	4 Year Capital Works Program Funding Source				
						Developer Contributions	Grants	Domestic Waste Reserve	Storm Water Reserve	Internal Restricted / Other Reserve
Building General Infrastructure	6,916	7,715	5,430	2,076	22,137	15,700	4,430	0	0	2,007
Building Renewals	7,487	5,137	10,253	6,983	29,860	11,750	839	750	0	16,521
IMT & Library Resources Renewal Total	2,055	906	934	962	4,857	450	0	0	0	4,407
Master Plan & LEP Program	30	70	30	0	130	30	0	0	0	100
Open Space Renewals	10,922	11,319	11,463	10,763	44,467	18,893	840	0	0	24,734
Open Space General Infrastructure	6,917	7,695	5,841	1,639	22,092	17,038	3,138	0	0	1,917
Plant & Vehicle	1,800	1,854	1,910	1,967	7,530	0	0	0	0	7,530
Stormwater General Infrastructure	260	0	0	0	260	0	0	0	260	0
Stormwater Renewals	3,000	3,560	2,122	2,185	10,867	0	0	0	10,867	0
Transport General Infrastructure	800	1,324	2,849	3,874	8,847	5,500	418	0	0	2,929
Transport Renewal Program	10,455	10,994	11,297	11,608	44,354	600	4,900	0	0	38,854
Sub-Total	**50,642**	**50,574**	**52,128**	**42,058**	**195,402**	**69,961**	**14,565**	**750**	**11,127**	**99,001**
Capitalised Project Salaries	1,650	1,650	1,650	1,650	6,600	0	0	0	0	6,600
Total	**52,292**	**52,224**	**53,778**	**43,708**	**202,002**	**69,961**	**14,565**	**750**	**11,127**	**105,601**

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2026/27 Included Projects

Project Title	Directorate
Included in Operating Budget	
Acknowledgement of Country Plaques in Council's Libraries and Customer Service Centres	Community and Culture
Asbestos Register Reinspection of 241 council buildings within the Georges River LGA	Assets and Infrastructure
Biennial Independent Customer Experience Benchmarking and Assessment Program	Community and Culture
Business Chamber South - Service Level Agreement	Office of the General Manager
Companion Animal Identification and Desexing program	Environment and Planning
Council Meeting Management Solution	Office of the General Manager
Data Governance & System Consistency Review	Business and Corporate Services
Development of Asset Maintenance Schedule - Sans Souci Leisure Centre	Community and Culture
Electric Vehicle Charging Strategy	Environment and Planning
Electronic Document Management System Content Manager Upgrade 25.4	Business and Corporate Services
Enterprise System Review - Scoping Specialist Support	Business and Corporate Services
Expand NSW Planning Portal Transaction Range	Business and Corporate Services
External Service Review	Office of the General Manager
Flood Study 3 year program	Assets and Infrastructure
Hurstville Civic Precinct Planning Proposal Review	Business and Corporate Services
Hurstville Golf Course - Development Application - Function Room Expanded Use	Community and Culture
Illegal Dumping Surveillance Camera Program	Environment and Planning
Implement CXOne call centre platform to Council sports, parks and entertainment bookings team.	Community and Culture
Implement Keyless Access System for New Community Centres	Community and Culture
Jubilee Stadium - Development Application Preparation	Community and Culture
Jubilee Stadium – Replacement of end-of-life function furniture	Community and Culture
Local Heritage Building Grants 26/27	Environment and Planning
Market Valuations of Council's Twenty-Nine (29) Sporting Amenities Facilities	Community and Culture
NBN Connection to Hurstville Plaza Screen	Business and Corporate Services
Online Reference Check Tool	Business and Corporate Services
Operation G.O.A.T. (Grazing On Adverse Terrain Weed Management Trial)	Assets and Infrastructure
Outsourced Management of WeChat and Red Note Social Media Channels	Office of the General Manager
Payable - Self-Service Flexible Rates and Receivables Payment Solution	Business and Corporate Services
Pedestrian Lighting Upgrade (existing lights) based on Updated Australian Standard - Safety Issue	Assets and Infrastructure

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Playground Repair Budget Increase (Total budget of $215k)	Assets and Infrastructure
Point of Sale Modernisation and Integration Project	Business and Corporate Services
Risk mitigation Ahead of Grant Funding Approval for Lunar New Year Festival	Community and Culture
Road and Kerb Condition Assessment Including Pavement Markings	Assets and Infrastructure
Stormwater Investigations	Assets and Infrastructure
Time and Attendance and Workforce Scheduling System	Business and Corporate Services
Tool to Manage Essential 8 Compliance - Endpoint Central	Business and Corporate Services
Translation of Key Council Documents Into Community Languages and Easy Read English	Community and Culture
Tree Management	Assets and Infrastructure
Tree Planting Strategy to Achieve Council's Tree Canopy Coverage Target of 40% by 2038	Environment and Planning
Tree Planting to meet Council's Tree Canopy Cover Target of 40% by 2038	Environment and Planning
Water Ride Software (automation of flood certificate generation)	Assets and Infrastructure
Included in Capital Budget	
Additional Hardware Variation ($50,000 added to existing Capital Program)	Business and Corporate Services
Drainage Works to manage safety risk - 5 Bibby Street	Assets and Infrastructure
Electrification of Gas Boilers in Aquatic Facilities	Assets and Infrastructure
GRC Wi-Fi Replacement	Business and Corporate Services
Hurstville Entertainment Centre - Marana Auditorium Audio Visual Equipment Replacement	Community and Culture
Hurstville Museum & Gallery building conservation works	Assets and Infrastructure
Jubilee Stadium - LED Sports lighting upgrade	Community and Culture
Jubilee Stadium - Video Screen	Community and Culture
New Drainage to manage flooding in minor rainfall events - 27 Delves St Mortdale	Assets and Infrastructure
New Theodolite for Council Surveying Equipment	Assets and Infrastructure
Oatley Park Baths Precinct Improvement Design	Assets and Infrastructure
Oatley Park Baths Precinct Improvement Construction	Assets and Infrastructure
Outdoor LED Lighting Upgrade – Hurstville Plaza and Georges River Council Civic Centre	Assets and Infrastructure
Pay and Display Parking Meter Upgrades	Business and Corporate Services
Penshurst Long Day Care Centre - Fence Replacement	Community and Culture
Replacement of ageing CCTV infrastructure	Business and Corporate Services
Replacement Of End-Of-Life Library Public Access Computers (Library Public Access Computers Replacement)	Business and Corporate Services
Stuart Park Fitness Station Renewal	Assets and Infrastructure
Swap access and video central system (Access and video central system replacement)	Business and Corporate Services
Synthetic Sports field resurfacing program	Assets and Infrastructure
Traffic Safety Improvements Various locations	Assets and Infrastructure

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2026/27 Deferred Projects

Project Title	Directorate
Excluded from Operating Budget	
Aboriginal Heritage Study and Management Strategy	Environment and Planning
Additional Budget for Christmas Decorations in Town Centres to Balance Actuals vs Budgeted Cost.	Community and Culture
Additional Playground Operational Budget	Assets and Infrastructure
Additional Resourcing to Support Increase in Community Engagement	Office of the General Manager
Traffic Study	Assets and Infrastructure
Change of Address Processing	Business and Corporate Services
Corporate Reporting Platform	Office of the General Manager
Enhanced Network Security and Performance via Aruba Central	Business and Corporate Services
Feasibility for Ibis Management	Environment and Planning
Flora and Fauna Condition Assessment: Half Decade Update	Environment and Planning
Full Risk Module in Pulse	Business and Corporate Services
GRC Public Toilet Strategy - Council resolution	Assets and Infrastructure
Gutter Replacement Program	Assets and Infrastructure
Hurstville Museum & Gallery Collection Insurance Valuation	Community and Culture
HV Evatt Trail Upgrades	Assets and Infrastructure
Inspire Your World - Image and Video Refresh	Community and Culture
Integrated Learning Library	Business and Corporate Services
Library IT Hardware & Maintenance & Repair Budget Increase	Community and Culture
Map Builder to use with Intramaps	Business and Corporate Services
Microsoft Licensing Uplift (25% Increase for 2026–2029 Renewal)	Business and Corporate Services
Open Space Data Collection and Condition Assessment	Assets and Infrastructure
P&C Chatbot and Digital Employee Assistant	Business and Corporate Services
Preservation Needs & Significance Assessments for Council's Community Heritage Collections	Community and Culture
Public Art Maintenance and Conservation Survey	Community and Culture
Replacement of Legacy Microsoft RDP Environment with AVD (Nerdio-Managed)	Business and Corporate Services
SharePoint - Content Manager 25.4 integration	Business and Corporate Services
Tree Planting Budget	Assets and Infrastructure
Tree Replacement Inspection Program	Environment and Planning
WHS – Casual Resourcing	Business and Corporate Services

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Project Title	Directorate
Excluded from Capital Budget	
Belgrave St Kogarah - Warm Shell Fit out	Business and Corporate Services
Carss Park Lifesaving Hall - Accessibility Upgrades	Community and Culture
Creative Lighting in Town Centres	Assets and Infrastructure
Connelly St Carpark - Concept Design	Business and Corporate Services
Electronic signboard at Hurstville Oval	Community and Culture
Hurstville Golf Course Clubhouse Function Room - Chairs and Tables	Community and Culture
Hurstville Oval Drainage	Community and Culture
Hurstville Plaza Digital Screen Replacement	Business and Corporate Services
Hurstville House - Bathroom Reno	Business and Corporate Services
Jubilee Stadium - Tennis Shelters	Community and Culture
Ken Rosewall Tennis Centre	Community and Culture
Merriman street, Kyle Bay - Noise Suppression Air Con and Refrigeration Plant	Business and Corporate Services
Microsoft Teams Rooms	Business and Corporate Services
Penshurst Community Space (TAHE Land)	Assets and Infrastructure
Penshurst Public Domain Renewal Program	Assets and Infrastructure
Timothy Reserve Fitness Station and Lighting Upgrade	Assets and Infrastructure

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Rating and Revenue Policies

Rating Structure

Council's rates revenue is controlled by the NSW Government under a system called rate pegging. This system places a limit on how much Council can increase its total rates income from one year to the next.

For 2026/27, the Independent Pricing and Regulatory Tribunal (IPART) has set Council's allowable increase, or *rate peg*, at 4.8%.

Land Values

The NSW Valuer General is an independent authority that issues updated land values to councils at least every three years. These land values are used to help calculate and fairly distribute Council's annual rates.

Council can only calculate and issue rates once the Valuer General provides the official land values under the *Valuation of Land Act 1916*.

For the 2026/27 rating year, Council will use the new land values set as at 1 July 2025 for the first time.

Changes in land value affect how rates are shared among households and businesses. A higher or lower land value does not automatically mean a matching increase or decrease in rates. The final amount depends on:

- how your land value has changed compared with others in the same rating category, and
- the overall increase to Council's rates revenue allowed by IPART.

The Valuer General sends each landowner a notice of valuation so they can review their land value before Council sets its rates. For strata properties, one overall land value is determined for the entire site. The notice is sent to the nominated representative, and each unit's rating value is calculated as a share of the total, based on unit entitlement.

Ratepayers can view their land value at www.valuergeneral.nsw.gov.au or by contacting Valuation NSW.

If someone believes their land value is incorrect, they can lodge an objection under the *Valuation of Land Act 1916*. Valuation NSW provides a guide titled *"Your Guide to the Valuer General's Review Process"*, available at:
https://www.valuergeneral.nsw.gov.au/publications/fact_sheets_and_brochures

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Non-rateability

Council deems land to be non-rateable strictly in accordance with Sections 555 and 556 of the *Local Government Act 1993 (LG Act)* and Section 123 of the *Local Government (General) Regulation 2021*.

Categorisation of land - Residential and business categories

Council assigns rating categories in line with Sections 514–529 of the *LG Act* and the Local Government (*General)* Regulation 2021.

Under the *LG Act*, rateable land must fall into one of four categories: residential, business, farmland or mining. In this Local Government Area, all rateable land is classified as either residential or business.

According to Section 518 of the *LG Act*, if land does not meet the criteria for residential, farmland or mining, it is classified as business. The business category includes land used for commercial or industrial purposes, and can also apply to car spaces and storage lots.

The rating category is stated on the Annual and Supplementary Rate Notice. It is determined using information such as approved development applications, building approvals, occupation certificates, zoning or any other relevant evidence about how the land is used.

Business sub-categories apply to all properties classified as Business in our area. These sub-categories are based on whether a property is located within a defined activity centre.

Maps showing the boundaries for each business sub-category can be viewed on Council's website at:
www.georgesriver.nsw.gov.au/Land-valuations-rating-categories

Mixed development properties

There are instances where a property is used for both residential and business purposes. Section 518B of the *LG Act* allows Council to calculate and apply both residential and business rates for one property (mixed use apportionment) in accordance with the determination provided by the Valuer General under Section 14BBA of the *Valuation of Land Act 1916*.

If applications for a mixed-use apportionment are submitted to and approved by the Valuer General NSW, Council will be advised of the residential/business portions to enable a mixed-use rating to be calculated and applied.

Change of category for rating purpose

Council can review a property's rating category at any time if we believe the current category is incorrect, the use of the property has changed, or if a property owner asks for a review.

Council may request further information and/or access to inspect the property to assist with making this determination.

Applications for a change in categorisation of land for rating purposes must be made on the approved form that can be found on Council's website. The ratepayer will be formally advised in writing of the outcome and where applicable, will receive an updated annual or supplementary rate notice.

Ratepayers with a property that is used for both a business and residential purpose and want it changed to a mixed-use rating, should also submit the approved application form.

Rating new parcels of land

When a new strata plan, deposited plan or consolidation is registered with the Office of the Registrar General and Council receives the related supplementary land valuations from the Valuer General, Council can calculate and apply rates and charges on a pro-rata basis.

Pro-rata rates and charges will commence from the first day of the next financial quarter following registration of the plan.

At the same time, Council will adjust the rates and charges on the original parcel of land to only apply up until the commencement date of the new rates and charges for the newly created land.

Any remaining credit or debit balances on the original land will be evenly shared across the new parcels in the registered plan.

The application of pro-rata rates and charges is aligned with quarterly instalment billing under Section 562 of the *LG Act*. Council will issue an Annual or Supplementary Rates Notice for the new parcels for the current rating year.

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Postponement of rates

If a property is used as a single home but its land value is higher because of its zoning or approved potential use (rather than how it is actually used), Council can postpone part of the rates under Section 591 of the *LG Act*.

These postponed rates, including any interest that builds up, will be written off after five years unless the property's use changes during that time. If the use changes, the postponed rates then become payable.

Aggregation of land parcels (lots) for the purposes of ordinary rates – rating of car spaces and storage lots

When a strata unit and its car space and/or storage lot share the same lot number, they are treated as one property. The Valuer General issues one valuation, and Council charges a single rate based on the total value.

If the car space or storage lot has a separate title from the strata unit, each one is valued on its own by the Valuer General. Council then usually issues separate rates for each. In these cases, Council may allow the unit entitlements to be combined so that only one rate is charged on the total value in accordance with Section 548A of the *LG Act*, subject to the limitations below.

- All lots are used in conjunction by the occupier of the unit (the Lots are not leased out separately)
- The ownership of each lot is exactly the same on the certificate of title
- The lots are within the same strata plan.
- A maximum of 2 car spaces or storage facilities can be aggregated.

The recalculation of rates and charges on the combined rateable value will commence from the first day of the next financial quarter after Council receives the application and payment of the applicable fee.

Refund of overpayments

Refunds may be made on request for overpayments. Requests for refunds on payments made in advance for instalments may be subject to a refund fee.

Rate Structure Summary

The following table provides a summary of the 2026/27 rates structure. The base date for land values is 1 July 2025.

2026/27 Rate Structure	No. of Accounts	Rate in $ or Minimum Amount	Rateable Land Value $	Estimated Yield $
Residential				
Residential Ordinary Ad-valorem	27,479	0.0013483	36,807,198,933	49,627,158
Residential Ordinary Minimum	28,761	1157.00	9,197,334,178	33,276,778
Subtotal Residential	**56,240**		**46,004,533,111**	**82,903,936**
Business				
Business General - Ordinary Ad-valorem	295	0.0031219	554,261,712	1,730,350
Business General - Ordinary Minimum	149	1318.00	24,878,891	196,685
Business Industrial - Ordinary Ad-valorem	578	0.0028504	1,253,476,206	3,572,909
Business Industrial - Ordinary Minimum	489	1318.00	140,348,694	644,502
Business Local - Ordinary Ad-valorem	618	0.0044565	708,291,805	3,156,503
Business Local - Ordinary Minimum	158	1318.00	23,650,921	208,244
Business Major Shopping Complex - Ordinary Ad-valorem	8	0.0117441	75,659,000	888,547
Business Major Shopping Complex - Ordinary Minimum	0	1797.00	0	0
Business Strategic Centres - Ordinary Ad-valorem	481	0.0046329	1,213,509,665	5,622,069
Business Strategic Centres - Ordinary Minimum	906	1797.00	135,594,140	1,628,082
Subtotal Business	**3,682**		**4,129,671,034**	**17,647,891**
TOTAL	**60,081**		**50,146,503,145**	**100,551,827**

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Waste management charges

Council provides waste management services on a full cost recovery basis. This means the fees charged cover the actual cost of running the service, including contractor fees, council operating costs and overheads. Council will continue to charge for residential waste services to recover these real costs.

A domestic waste charge applies to every residential property where the service is available, even if the service is not used. This follows Section 496 of the *LG Act*. The charge mainly applies to land classified as residential, but it can also apply to some business properties or non-rateable land if they include a residential component or request a domestic waste service.

Under Section 518A of the *LG Act,* each dwelling in a strata or company-titled building is treated as a separate property and must pay its own domestic waste management charge.

For commercial waste services, charges apply to non-residential properties that request the service, in line with Section 501 of the *LG Act*.

If a service begins part way through the year, the charge will be adjusted on a pro-rata basis.

All waste management charges are listed below:

Waste Services Charges Description	No. of Charges	2026/27 charge per annum $	Estimated Yield $
Domestic Waste Management Services			
Domestic Waste Standard Service *(1 x 120L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin)*	55,873	600.00	33,523,800
Domestic Waste Additional Volume Service 240L *(1 x 240L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin)*	1,940	779.00	1,511,260
Domestic Extra General Waste Bin Service (120L)	926	191.00	176,866
Domestic Extra General Waste Bin (240L)	271	382.00	103,522
Change of Service (bins) Administration Fee	-	23.50	-
Domestic Extra Recycling Bin (240L)	619	135.00	83,565
Domestic Extra Garden Organics Bin (240L)	1,000	180.00	180,000
Waste Availability Charge (private contractor)	1,228	82.00	100,696
Waste Availability Charge (cancelled bin service)	66	82.00	5,412
Subtotal Residential	61,923		35,685,121
Commercial Waste Services (other than domestic)			
Commercial general waste bin service (240L) - once weekly	3,005	722.00	2,169,610
Commercial general waste bin service (240L) - twice weekly	44	1,444.00	63,536
Commercial general waste bin service (1,100L) - once weekly	27	3,004.00	81,108
Commercial general waste bin service (1,100L) - twice weekly	5	6,009.00	30,045
Commercial recycling waste bin service (240L) - once weekly	758	364.00	275,912
Commercial recycling waste bin service (240L) - twice weekly	14	728.00	10,192
Commercial Recycling Bin Service 1100L once weekly	1	1,550.00	1,550
Commercial Recycling Bin Service 1100L twice weekly	0	3,100.00	0
Subtotal Commercial	3,854		2,631,953
Total	65,777		38,317.074

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Stormwater management service charge

Council is responsible for managing stormwater in the local area. To support this role, the NSW Government updated the Local Government Act 1993 and the Local Government (General) Regulation 2021 to allow councils to introduce a stormwater management service charge.

This charge helps councils pay for new or improved stormwater systems on eligible land, work that cannot be fully covered through normal council funding.

As our cities grow, more hard surfaces (like roads, driveways and roofs) are built. These surfaces create more stormwater runoff, which increases the amount of water and pollutants entering local waterways and drainage systems. This growth has raised the cost of managing stormwater for councils.

The Stormwater management service charge is levied under Section 496A of the *LG Act* (as amended). The annual charges have been set in accordance with the *Local Government Amendment (Stormwater) Act 2005* and are as follows:

Stormwater Services Charges Description	2026/27 charge per annum
Residential	
Stormwater Residential Non-Strata - per rateable property	$25.00
Stormwater Residential Strata/Company titled Strata/Company title – per rateable property	$12.50
Business	
Stormwater Business Non-Strata - per rateable property	$25.00 per 350m^2 or part thereof to a maximum of $1,500
Stormwater Business Strata Strata Lot - per rateable property	Pro-rata of above but a minimum of $5.00

This year the Stormwater Management Service Charge will raise an estimated yield of $1.23 million.

Section 611 Local Government Act – Annual Charges

Section 611 of the Local Government Act, 1993 permits Council to charge persons who benefit from having private facilities on, above or under public land. Council has a number of commercial arrangements captured under this provision and will continue to charge these in 2026/27 financial year.

Loan borrowing

Council does not currently plan to borrow additional funds during the 2026/27 financial year.

Schedule of business or commercial activity

Council undertakes activities of a commercial nature for which we receive a return, including leasing agreements for golf clubs and rental properties. However, these activities have not been identified as either Category One or Category Two businesses under competitive neutrality guidelines.

Pricing goods and services

Each fee that we charge is in accordance with the following principles and revised each year by the Executive and the elected Council. The pricing principles currently applied include:

Cost Recovery	Includes the recovery of employee and material costs directly related to the provision of the service	**Rate of Return Pricing**	Prices are set to recover a surplus that can be directed into capital improvements or other services
External Cost	Price is determined by an external party carrying out the service or works	**Market Pricing**	Prices are set at a similar amount to like services within the community
Subsidised (Partial Cost) Pricing	Council elects to recover only a portion of the costs of providing the service	**Legislated Pricing**	Prices are set to comply with legislation

Debt Management and Hardship policy

The *LG Act* and related regulations require Council to assist in effective and efficient collection of the rates and annual charges, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

Recovery of overdue rates and charges

Rates and charges will be deemed overdue when the due date for instalment has passed, and payment has not been received. Where an instalment is overdue, Council may commence recovery action, either directly or via its debt recovery agent.

Council may commence legal recovery action to recover the overdue rates and charges in accordance with Section 695 of the *LG Act*, and any costs incurred in this regard will be recoverable from the ratepayer.

Pensioner rebate policy

Council provides a reduction to rates and charges for eligible pensioners under Section 575 and 582 of the *LG Act*. Eligible pensioners are entitled to a rebate of up to 50% of their combined rates and domestic waste management charges, up to a maximum $250 of which 55% is State Government funded and 45% Council funded.

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The Statutory Pensioner Rebate can only be granted to eligible pensioners for the current financial year and will only backdate up to 12 months before the date of application. Eligibility is reviewed regularly with Services Australia.

Interest on Overdue Rates

Interest is charged on all overdue rates and annual charges in accordance with section 566(3) of the *LG Act*. Council will adopt the maximum interest rate permitted by the Minister for Local Government each year.

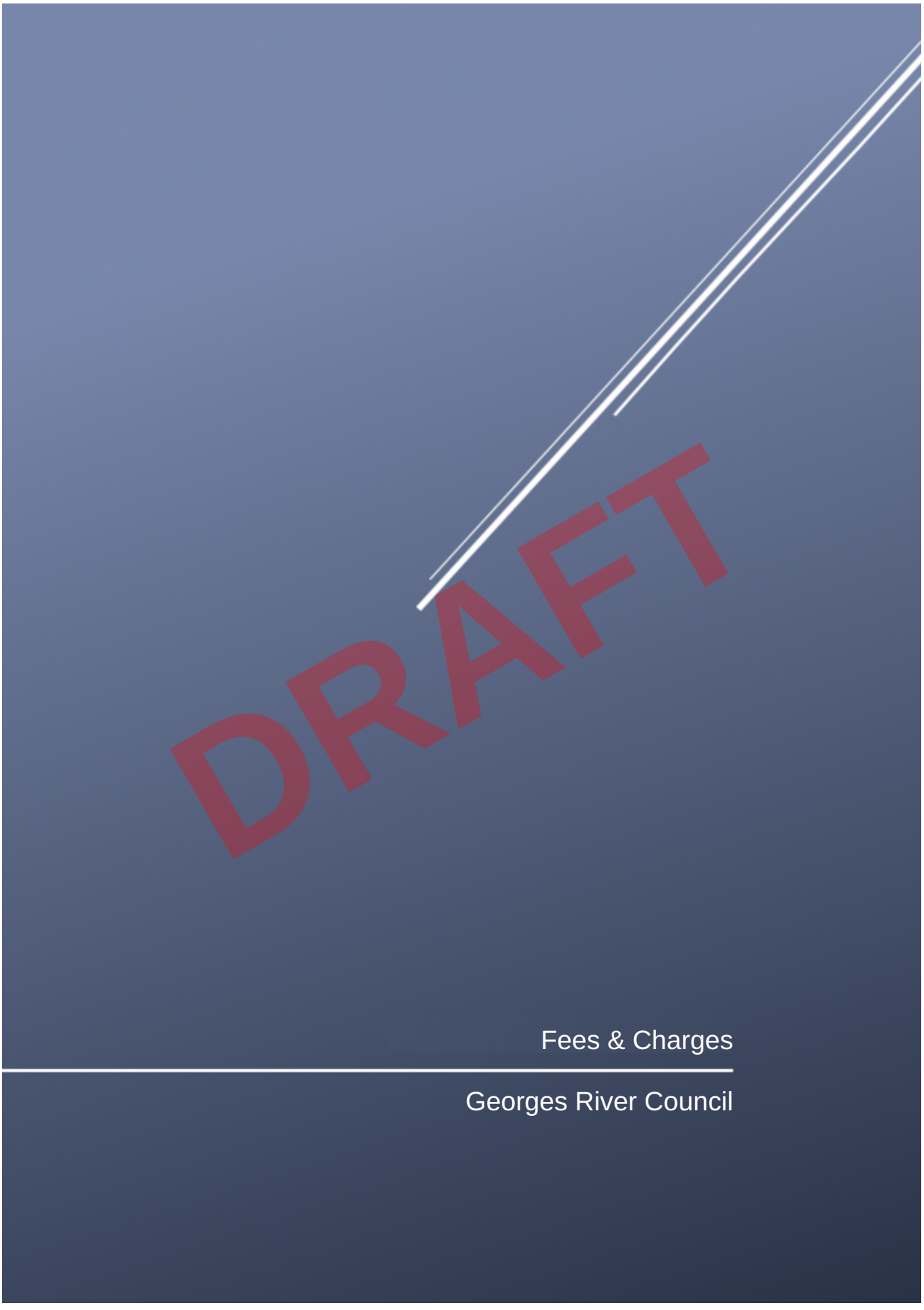
Hardship Assistance

Council has a Debt Management and Hardship Policy to support residents and businesses within our community experiencing genuine financial hardship.

The following assistance options can be sought through an application to Council:

- Extension of due date and interest free periods
- Development of a payment plan, instalment plans or deferral plans
- Waiving or reducing accrued interest

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Fees & Charges
Georges River Council

PRICING POLICY
Council has determined these fees & charges in accordance with Section 610D of the Local Government Act 1993.

A note on regulated fees and charges:
Some of Council's fees and charges are regulated by State or Federal Government legisaltion. In the event of legislation introducing a new or amended statutory/regulatory fee subsequent to adoption or printing of this document, the Council may apply these new charges without further notice.

GOODS & SERVICES TAX (GST)

Fees and charges may include the Goods and Services Tax (GST). GST is a broad-based tax of 10% on the supply of most goods and services consumed in Australia. The impact of GST on fees and charges is where fees attract the GST and this amount has been included and is shown in a separate column.

The following schedule of fees and charges has been prepared in accordance with the A New Tax System (Goods and Services Tax) Act 1999. If there is any change to the GST status of any of Council's Goods and Services throughout the year following ATO rulings or any other legislative change, the new GST treatment will be applied immediately to the relevant fees and charges

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$

Georges River Council

Assets & Infrastructure

Engineering Flood Information

Flood Information Report	$270.00	$280.00	$0.00	$280.00	3.70%	$10.00
Flood Model Request	$824.00	$848.72	$0.00	$848.72	3.00%	$24.72

Engineering Supervision

Fee for miscellaneous applications which need consideration by Engineering Services (per hour)	$245.00	$255.00	$0.00	$255.00	4.08%	$10.00

Installation of Traffic and Directional Signage

Installation of traffic and directional signage for private developments						Cost of works
Administration Fee						21% of cost of works as determined by Council

Illuminated Street Signs

Erection and use of an illuminated street name sign						As determined by agreement

Plans of Management

Copy of Plans of Management for a Park/Reserve (per item)	$49.00	$50.50	$0.00	$50.50	3.06%	$1.50
Copy of Generic Plans of Management (per item)	$32.00	$33.00	$0.00	$33.00	3.13%	$1.00
Copy of Landscape Masterplan (per item)	$39.00	$40.50	$0.00	$40.50	3.85%	$1.50

Traffic Information

AADT – Mid block count – Hourly count	$43.50	$40.91	$4.09	$45.00	3.45%	$1.50
AADT – Mid block daily volume – weekly count	$86.50	$81.36	$8.14	$89.50	3.47%	$3.00
Speed count at mid block	$59.00	$55.45	$5.55	$61.00	3.39%	$2.00
Peak hours turning volumes – cost per intersection	$110.00	$104.55	$10.45	$115.00	4.55%	$5.00

Tree Management

Street Tree Removal

Replacement Street Tree Fee	$1,090.00	$1,130.00	$0.00	$1,130.00	3.67%	$40.00
Application to Prune or Remove Tree(s) on Public Land	$169.95	$175.05	$0.00	$175.05	3.00%	$5.10

Tree Management Inspections (private land)

Application Fee 1 - 3 trees (per application)	$185.00	$195.00	$0.00	$195.00	5.41%	$10.00

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Tree Management Inspections (private land) [continued]						
Application Fee 4 – 6 trees (per application)	$275.00	$285.00	$0.00	$285.00	3.64%	$10.00
Application Fee per tree >6 trees in addition to (Application Fee 4-6 trees)	$29.50	$30.50	$0.00	$30.50	3.39%	$1.00
Pensioner Discount for Application Fee	50% of the applicable Application Fee					
Review of Tree Removal and Pruning Application on Private Land - Stage 1 Review	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Review of Tree Removal and Pruning Application on Private Land - Stage 2 Review	$195.00	$205.00	$0.00	$205.00	5.13%	$10.00
Tree Removal, replacement and pruning						
Offset for Replacement Trees on Private Land						
Low Significance Tree Replacement Fee (per Tree)	$1,030.00	$1,060.90	$0.00	$1,060.90	3.00%	$30.90
Medium Significance Tree Replacement Fee (per Tree)	$2,060.00	$2,121.80	$0.00	$2,121.80	3.00%	$61.80
High Significance Tree Replacement Fee (per Tree)	$3,090.00	$3,182.70	$0.00	$3,182.70	3.00%	$92.70
Offset for Replacement Trees on Public Land						
Offset Fee for Tree Replacement (per tree) for trees on public land	As valued by Thyer (2011) Tree Valuation Method					
Work Zone / Construction Zone						
Work Zone Road Closures - Date Change	$200.80	$200.80	$0.00	$200.80	0.00%	$0.00
Fee will be applied on the 3rd and subsequent requests for date changes						
Application Fee (non refundable)	$250.00	$260.00	$0.00	$260.00	4.00%	$10.00
Work Zone (per Lin.m per week) Land use zone (R2, R3, B1, IN2, SP2)	$38.00	$39.50	$0.00	$39.50	3.95%	$1.50
Work Zone (per Lin.m per week) Land use zone (R4,B2, B3, B4, B6)	$75.00	$77.50	$0.00	$77.50	3.33%	$2.50
Install and remove "Work Zones" regulatory signs and stems - per item	$260.00	$270.00	$0.00	$270.00	3.85%	$10.00
Car Share Parking						
Car share space in metered parking area (per space per year)	$1,070.00	$1,110.00	$0.00	$1,110.00	3.74%	$40.00
Installation of new car share parking space	$1,770.00	$1,830.00	$0.00	$1,830.00	3.39%	$60.00
Filming – Footpath & Roads Application Fee (per day)						
High impact – 50+ crew, 10+ trucks, significant equipment	$685.00	$710.00	$0.00	$710.00	3.65%	$25.00
Medium impact – 26-50 crew, 10< trucks, some equipment	$425.00	$440.00	$0.00	$440.00	3.53%	$15.00
Low impact – 11-25 crew, minimal equipment	$230.00	$240.00	$0.00	$240.00	4.35%	$10.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Filming – Footpath & Roads Application Fee (per day) [continued]						
Ultra Low impact - 10< crew, 1 camera, sound and no vehicles						FREE
On-street parking when filming on private property – unit base/ parking plan	$245.00	$255.00	$0.00	$255.00	4.08%	$10.00
Major revision of filming application						75% of application fee
Driveway Line Marking						
Driveway Line Marking	$390.00	$405.00	$0.00	$405.00	3.85%	$15.00
Occupancy of Road Related Area						
Application Fee	$200.00	$210.00	$0.00	$210.00	5.00%	$10.00
Road Occupancy Commercial Parking Zone - wedding and funeral vehicles	$6.00	$6.20	$0.00	$6.20	3.33%	$0.20
per Lin. m per week (minimum duration 6 months)						
Install and remove regulatory signs and stems	$210.00	$270.00	$0.00	$270.00	28.57%	$60.00
Engineering DA Inspection Fee						
Engineering DA Inspection Fee	$165.00	$170.00	$0.00	$170.00	3.03%	$5.00
Miscellaneous Services						
Activities not covered by the above fee schedule will be taken on a fee for service basis per hour, per officer, plus other costs incurred in providing the services						
First Hour	$230.00	$240.00	$0.00	$240.00	4.35%	$10.00
Per hour or part thereof after First Hour	$230.00	$240.00	$0.00	$240.00	4.35%	$10.00
Bonds/Deposits for damage during construction						
The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.						
Damage bond for large DA's - Medium Density / Commercial	Refer to charges under heading Planning & Development | Security - Damage Deposits and Inspection Fees Against damage to Council property					
Damage Deposit DA/CDC Residential Dwelling	$2,000.00	$2,000.00	$0.00	$2,000.00	0.00%	$0.00
Damage deposit for driveway without DA	$900.00	$900.00	$0.00	$900.00	0.00%	$0.00
Security against damage for construction within 3 metres of Council Stormwater Infrastructure	Determined by Council based on costs of works to replace stormwater infrastructure					
Security against access damage to Council parks or reserves	Determined by Council, based on works - capped at $10,000 excl. GST					
Security against compliance with tree preservation requirements/conditions (Street Tree)	As valued by Thyer (2011) Tree Valuation Method (deposit range between $1,000 and $10,000)					
Damage bond for public domain works	Determined by Council based on works					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Application for Driveway Crossing and Associated Works (under Section 138 Roads Act)						
Refund of Driveway Application	$150.00	$154.50	$0.00	$154.50	3.00%	$4.50
Refund of a driveway application will incur this fee						
Council Designed (includes one inspection)						
Driveway Asphalt Restoration - per driveway	$1,210.00	$1,210.00	$0.00	$1,210.00	0.00%	$0.00
Upgrade Existing Driveway / Footpath Works (without DA)	$725.00	$681.82	$68.18	$750.00	3.45%	$25.00
Driveway / Footpath Works – single residential dwelling DA/CDC with boundary level issue	$1,090.00	$1,027.27	$102.73	$1,130.00	3.67%	$40.00
Driveway / Footpath Works – medium density / commercial DA/CDC with boundary level issue	$1,590.00	$1,490.91	$149.09	$1,640.00	3.14%	$50.00
Driveway / Footpath Modification – sketch only (excludes level issue)	$265.00	$250.00	$25.00	$275.00	3.77%	$10.00
Additional Driveway (where 2 or more driveways are permitted / approved)	$575.00	$540.91	$54.09	$595.00	3.48%	$20.00
Additional Inspection Fee per hour or part thereof after first hour	$205.00	$215.00	$0.00	$215.00	4.88%	$10.00
Assessment fee for self-design Multi Unit and/or Commercial/Industrial Development Infrastructure						
Assessment of designs submitted by developers for vehicular crossing and infrastructure upgrade works (Public Domain Works)	$1,940.00	$2,000.00	$0.00	$2,000.00	3.09%	$60.00

Restoration Charges

General Information

- Road Opening Permit application fee is non-refundable and must be charged per application.

- Administration Fee is calculated to cover the Council cost of the Restorations Officer at 16% and 5% sinking funds.

- Footpath to be restored at full slab width. Driveway from joint to joint.

- Minimum area is 1m squared for jobs less than 1m squared per item. Minimum 1m for kerb and gutter.

- Asphalt restorations shall be minimum 1.5m or full lane width. The extent to be determined by Council.

- If road opening is within 1m of the lip of a gutter or where no kerb exists, the restoration is to extend to the lip of the gutter or edge of the bitumen.

- Where any part of the road opening is within 1m of an existing road restoration, the new restoration is to extend to the far side of the existing restoration.

- The minimum width for paver restoration will be determined by Council.

- Damaged / missing pavers will be replaced and charged at cost plus administration fee.

- Where the type of work is not covered in the schedule, or the works comprise capitalised works where the utility has the right to complete their own restoration, the cost will be subject to cost plus administration, and the extent to be determined by Council.

- All permanent reinstatement to be carried out by Georges River Council unless approved by Council.

- All restorations for Public Utility works are GST exempt.

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Restoration Charges [continued]

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Additional Inspection for Damaged Council Asset	$200.00	$190.91	$19.09	$210.00	5.00%	$10.00
Make Safe Charge/Emergency Safety Works (Other)					To be determined upon completion	
Make Safe Charge/Emergency Safety Works (Standard)	$220.00	$209.09	$20.91	$230.00	4.55%	$10.00
Restoration Scope and Sign Off Fee (per site)	$325.00	$304.55	$30.45	$335.00	3.08%	$10.00
Traffic Control (1 person)	$855.00	$804.55	$80.45	$885.00	3.51%	$30.00
Traffic Control (2 or more people)	$2,220.00	$2,081.82	$208.18	$2,290.00	3.15%	$70.00
Application Fee	$150.00	$140.91	$14.09	$155.00	3.33%	$5.00
Administration Fee					21% of cost of works as determined by Council	
Concrete Plant Opening fee for night works (per night)	$3,060.00	$2,872.73	$287.27	$3,160.00	3.27%	$100.00
Stormwater Pit lid	$250.00	$236.36	$23.64	$260.00	4.00%	$10.00
Stormwater Pit Reconstruction					$5,900 or cost of works as determined by Council, whichever is greater	
Standard concrete gully pit up to 1.5m deep including supply of lintel (up to 3.6m opening) and galvanised grate where required.						
Supply and install Stormwater Pit Lintel (per M opening)	$1,630.00	$1,527.27	$152.73	$1,680.00	3.07%	$50.00
Night work surcharge					25% of cost of works as determined by Council	

Road Opening Charges for Restorations for Quantities Under 10 sq.m

Roads

Asphaltic concrete with flexible pavement (per sq.m)	$375.00	$354.55	$35.45	$390.00	4.00%	$15.00
Cement concrete (per sq.m.)	$710.00	$668.18	$66.82	$735.00	3.52%	$25.00

Footpaths

Concrete per sq.m (< 5 sq.m; minimum charge 1 sq.m)	$360.00	$340.91	$34.09	$375.00	4.17%	$15.00
Concrete per sq.m. (5-10sq.m)	$325.00	$304.55	$30.45	$335.00	3.08%	$10.00
Brick or block pavers (per sq.m)	$510.00	$504.55	$50.45	$555.00	8.82%	$45.00
Brick or Block Pavers – on concrete base (per sq.m)	$560.00	$527.27	$52.73	$580.00	3.57%	$20.00
Asphaltic concrete on flexible pavement (per sq.m)	$385.00	$381.82	$38.18	$420.00	9.09%	$35.00
Formed or grass area (per sq.m)	$160.00	$159.09	$15.91	$175.00	9.38%	$15.00
Concrete residential driveways (130mm reinforced) (Under 5 sq.m)	$400.00	$377.27	$37.73	$415.00	3.75%	$15.00
Concrete residential driveways (130mm reinforced) (5-10m2 per sq.m)	$440.00	$436.36	$43.64	$480.00	9.09%	$40.00
Concrete industrial driveways (150mm reinforced) (Under 5 sq.m)	$410.00	$386.36	$38.64	$425.00	3.66%	$15.00
Concrete industrial driveways (150mm reinforced) (5-10m2 per sq.m)	$455.00	$450.00	$45.00	$495.00	8.79%	$40.00

Kerb & Gutter

Concrete kerb and gutter (per m.)	$515.00	$509.09	$50.91	$560.00	8.74%	$45.00
Layback and gutter (per m.)	$515.00	$509.09	$50.91	$560.00	8.74%	$45.00
Saw cutting (per m.)	$34.50	$34.09	$3.41	$37.50	8.70%	$3.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Kerb & Gutter [continued]						
Concrete kerb ramp (each)	$2,730.00	$2,681.82	$268.18	$2,950.00	8.06%	$220.00
Stormwater outlet reconnection 90 mm. dia. (per metre)	$350.00	$345.45	$34.55	$380.00	8.57%	$30.00
Road Opening Charges for Reinstatement for Quantities over 10m2 or 10 linear Metres						
Roads						
Asphaltic concrete with flexible pavement (11-50 sq.m)	$330.00	$327.27	$32.73	$360.00	9.09%	$30.00
Asphaltic concrete with flexible pavement (51+ sq.m)	$315.00	$313.64	$31.36	$345.00	9.52%	$30.00
Cement concrete (11-50 sq.m.)	$495.00	$486.36	$48.64	$535.00	8.08%	$40.00
Cement concrete (51+ sq.m.)	$420.00	$413.64	$41.36	$455.00	8.33%	$35.00
Footpaths						
Concrete per sq.m. (11-50 sq. m)	$280.00	$277.27	$27.73	$305.00	8.93%	$25.00
Concrete per sq.m. (51+ sq. m)	$230.00	$227.27	$22.73	$250.00	8.70%	$20.00
Brick or block pavers (11-50 sq.m)	$455.00	$450.00	$45.00	$495.00	8.79%	$40.00
Brick or block pavers (51+ sq.m)	$400.00	$395.45	$39.55	$435.00	8.75%	$35.00
Brick or block pavers concrete base course (per sq.m)	$98.50	$95.45	$9.55	$105.00	6.60%	$6.50
Asphaltic concrete on flexible pavement (11-50 sq.m)	$345.00	$340.91	$34.09	$375.00	8.70%	$30.00
Asphaltic concrete on flexible pavement (51+ sq.m)	$225.00	$222.73	$22.27	$245.00	8.89%	$20.00
Formed or grass area (11-50 sq.m)	$115.00	$113.64	$11.36	$125.00	8.70%	$10.00
Formed or grass area (51+ sq.m)	$94.00	$95.45	$9.55	$105.00	11.70%	$11.00
Concrete residential driveways (130mm reinforced) (11-50 sq.m)	$395.00	$390.91	$39.09	$430.00	8.86%	$35.00
Concrete residential driveways (130mm reinforced) (51+ sq.m)	$285.00	$281.82	$28.18	$310.00	8.77%	$25.00
Concrete industrial driveways (150mm reinforced) (11-50 sq.m)	$405.00	$400.00	$40.00	$440.00	8.64%	$35.00
Concrete industrial driveways (150mm reinforced) (51+ sq.m)	$295.00	$290.91	$29.09	$320.00	8.47%	$25.00
Kerb & Gutter						
Concrete kerb and gutter (11-50 m.)	$420.00	$413.64	$41.36	$455.00	8.33%	$35.00
Concrete kerb and gutter (51+ m.)	$385.00	$381.82	$38.18	$420.00	9.09%	$35.00
Layback and gutter (11-50 m.)	$420.00	$413.64	$41.36	$455.00	8.33%	$35.00
Layback and gutter (51+ m.)	$385.00	$381.82	$38.18	$420.00	9.09%	$35.00
Hoisting Activities						
Hoisting Activities over roadway from site installed devices eg Tower Cranes						
Application Fee	$180.00	$190.00	$0.00	$190.00	5.56%	$10.00
Occupancy Fee	$200.00	$210.00	$0.00	$210.00	5.00%	$10.00
per week (minimum charge 12 weeks)						

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Bushcare						
Corporate Volunteer Program - Bushcare	$80.00	$72.73	$7.27	$80.00	0.00%	$0.00
per person per session/event						
Planning & Development						
Planning Proposals						
Pre-Lodgement Scoping Proposal (initial) – Basic (cost will be deducted from lodgement fee)	$2,560.00	$1,818.18	$181.82	$2,000.00	-21.88%	-$560.00
Pre-Lodgement Scoping Proposal (initial) – Standard (cost will be deducted from lodgement fee)	$5,050.00	$3,636.36	$363.64	$4,000.00	-20.79%	-$1,050.00
Pre-Lodgement Scoping Proposal (initial) – Complex (cost will be deducted from lodgement fee)	$8,390.00	$5,909.09	$590.91	$6,500.00	-22.53%	-$1,890.00
Note: **Basic** - minor LEP changes for administrative and minor matters; **Standard** – an LEP amendment for a specific site seeking a change in planning controls that is consistent with the existing strategic planning framework **Complex** – a complex LEP change that may not be wholly consistent with the existing strategic planning framework, and/or types of LEP changes that are not defined as Basic or Standard						
Pre-Lodgement Scoping Proposal (subsequent) – Basic	$1,700.00	$909.09	$90.91	$1,000.00	-41.18%	-$700.00
Pre-Lodgement Scoping Proposal (subsequent) – Standard	$2,530.00	$1,818.18	$181.82	$2,000.00	-20.95%	-$530.00
Pre-Lodgement Scoping Proposal (subsequent) – Complex	$4,210.00	$2,954.55	$295.45	$3,250.00	-22.80%	-$960.00
Assessment of Proposal – Basic	$21,000.00	$21,700.00	$0.00	$21,700.00	3.33%	$700.00
Assessment of Proposal – Standard	$41,800.00	$43,100.00	$0.00	$43,100.00	3.11%	$1,300.00
Assessment of Proposal – Complex	$55,700.00	$57,400.00	$0.00	$57,400.00	3.05%	$1,700.00
Consultation – Basic	$8,330.00	$8,580.00	$0.00	$8,580.00	3.00%	$250.00
Consultation – Standard	$16,800.00	$17,400.00	$0.00	$17,400.00	3.57%	$600.00
Consultation – Complex	$22,400.00	$23,100.00	$0.00	$23,100.00	3.13%	$700.00
Review and Finalisation – Basic	$12,600.00	$13,000.00	$0.00	$13,000.00	3.17%	$400.00
Review and Finalisation – Standard	$25,100.00	$25,900.00	$0.00	$25,900.00	3.19%	$800.00
Review and Finalisation – Complex	$33,400.00	$34,500.00	$0.00	$34,500.00	3.29%	$1,100.00
Assessment of Additional and/or Amended Studies from applicant – Basic (per study)	$4,180.00	$4,310.00	$0.00	$4,310.00	3.11%	$130.00
Assessment of Additional and/or Amended Studies from applicant – Standard (per study)	$8,330.00	$8,580.00	$0.00	$8,580.00	3.00%	$250.00
Assessment of Additional and/or Amended Studies from applicant – Complex (per study)	$11,300.00	$11,700.00	$0.00	$11,700.00	3.54%	$400.00
Notification Per Letter	$4.40	$4.60	$0.00	$4.60	4.55%	$0.20
Advertising (per advertisement, as required by Council and/or the Gateway Determination)	$3,580.00	$3,690.00	$0.00	$3,690.00	3.07%	$110.00
Additional studies (required by and commissioned by council)	Full cost recovery Deed of Agreement required to pay Council costs Cost of Deed preparation at proponents cost					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Planning Proposals [continued]						
Holding Public Hearing (e.g. reclassification of land) and assessment of hearing report	Full cost recovery					
Company search (including administration fee)	$40.00 or at cost, whichever is the greater					
Title search (including administration fee)	$22.00	$23.00	$0.00	$23.00	4.55%	$1.00
Major Projects						
State Significant Development and State Significant Infrastructure Advice						
Initial SSD / SSI planning meeting and written advice (Pre-SEARs)	$0.00	$2,500.00	$0.00	$2,500.00	∞	$2,500.00
SSD / SSI planning meeting and written advice (post-SEARs)	$0.00	$8,000.00	$0.00	$8,000.00	∞	$8,000.00
Peer Review of Technical Study or Plan						
Peer Review of Technical Study or Plan	Full cost recovery					
Development Control Plan Amendment						
DCP Amendment – Basic (accompanies minor planning proposals)	$6,960.00	$7,170.00	$0.00	$7,170.00	3.02%	$210.00
DCP Amendment – Standard and Complex (accompanies major planning proposals)	$21,000.00	$21,700.00	$0.00	$21,700.00	3.33%	$700.00
Note: fee breakdown - Assessment 60%; Consultation 20% and Review and Finalisation 20%						
Notification fee (per property notified)	$4.40	$4.60	$0.00	$4.60	4.55%	$0.20
Advertising fee (per advertisement)	$3,580.00	$3,690.00	$0.00	$3,690.00	3.07%	$110.00
Note: if re-exhibition of the planning proposal is required, then an additional notification fee will be charged consistent with the above						
Preparation of additional studies as required by Council to support the DCP preparation	Full cost recovery					
Planning Agreements						
Preliminary Assessment of offer to enter into a Planning Agreement	$1,770.00	$1,830.00	$0.00	$1,830.00	3.39%	$60.00
Planning Agreements - advertising fee (per advertisment)	$3,574.10	$3,681.32	$0.00	$3,681.32	3.00%	$107.22
Planning Agreement Assessment and Preparation - legals, reasearch, consultants, negotiation and preparation costs	Full cost recovery or as specified in executed Planning Agreement					
Planning Agreement Implementation – registration, monitoring, enforcing and administering the executed planning agreement.	Full cost recovery or as specified in executed Planning Agreement					
Planning Agreement Contributions	As specified in the executed Planning Agreement					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Section 7.11 and 7.12 Contributions						
Section 7.11 Contributions (Former Hurstville City Council LGA)						
Section 7.11 and 7.12 Development Contributions	Please refer to the "Georges River Council Local Infrastructure Contributions Plan 2021 (s7.11 and s7.12)" for information on contribution rates					
Section 7.11 Contributions (Former Kogarah City Council LGA)						
Section 7.12 Development Contributions						
Development (including complying development) that is not subject to a section 94 contribution under any other contributions plan that is in force under the EP&A Act, and the proposed cost of carrying out the development is:						
Total costs amount $100,000 or less						
Total costs amount between $100,001 – $200,000						
Total costs amount is $200,001 or more						
Strategic, Planning and Development Advice						
General strategic planning written advice requiring research and/or site inspection (per hour or part thereof)	$245.00	$255.00	$0.00	$255.00	4.08%	$10.00
Council's Development Control Plans, Studies & Development Contribution Plans						
Local Environmental Plans (LEPs)						
Hard copy of Georges River LEP Instrument only (each)	$62.50	$64.50	$0.00	$64.50	3.20%	$2.00
Hard copy (A3) of Georges River map only (each)	$11.80	$12.20	$0.00	$12.20	3.39%	$0.40
Hard copy of Former Hurstville / Kogarah LEP Instrument only (each)	$62.50	$64.50	$0.00	$64.50	3.20%	$2.00
Hard copy (A3) of Former Hurstville / Kogarah LEP map only (each)	$11.80	$12.20	$0.00	$12.20	3.39%	$0.40
Development Control Plans (DCPs)						
Hard copy of Georges River DCP (Full copy of 1 DCP)	$155.00	$160.00	$0.00	$160.00	3.23%	$5.00
Hard copy of Georges River DCP (section only)	$34.00	$35.50	$0.00	$35.50	4.41%	$1.50
Hard copy of Former Hurstville / Kogarah DCP (Full Copy of 1 DCP)	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Hard copy of Former Hurstville / Kogarah DCP (section only)	$36.50	$38.00	$0.00	$38.00	4.11%	$1.50
Section 7.11 & Section 7.12 Plans						
Hard copy of Section 7.11 or Section 7.12 Plan (1 Full Copy)	$39.00	$40.50	$0.00	$40.50	3.85%	$1.50

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Other Documents						
Hard copy of Strategic Planning Reports/Documents (each)	$155.00	$160.00	$0.00	$160.00	3.23%	$5.00
Certified documents (each)	$71.50	$74.00	$0.00	$74.00	3.50%	$2.50
Section 10.7 (formerly Section 149) Planning Certificate						
Section 10.7 (2) (includes postage)	$69.00	$69.00	$0.00	$69.00	0.00%	$0.00
Section 10.7 (2) & (5) (includes postage)	$173.66	$173.66	$0.00	$173.66	0.00%	$0.00
Section 10.7 Urgency Fee (including fax fee)	$150.00	$150.00	$0.00	$150.00	0.00%	$0.00
Development and Building - Development Advisory Service						
Pre-Development Application Advice						
Single Dwellings, Dual Occupancies, Secondary Dwellings, Commercial Fit Outs (New alterations & additions, demolition and ancillary development)						
Pre DA Advice for works valued between $0-100,000 – Advice only & no meeting	$315.00	$295.45	$29.55	$325.00	3.17%	$10.00
Pre DA Advice for works valued between $0 - $500,000 – Advice & meeting	$575.00	$540.91	$54.09	$595.00	3.48%	$20.00
Pre DA Advice for works valued between $500,001 - $1,000,000 – Advice & meeting	$1,050.00	$990.91	$99.09	$1,090.00	3.81%	$40.00
Pre DA Advice for works valued greater than $1,000,000 - Advice & meeting	$1,840.00	$1,727.27	$172.73	$1,900.00	3.26%	$60.00
Follow up Pre DA application - Consideration of additional information / amended design					50% of the original Pre DA fee	
All Other Development types that do not fall into any other Pre Development advisory category						
Pre DA Advice for works valued between $0 – 100,000 – Advice only no meeting	$575.00	$540.91	$54.09	$595.00	3.48%	$20.00
Pre DA Advice for works valued between $0 - $1,000,000 – Advice & meeting	$1,840.00	$1,727.27	$172.73	$1,900.00	3.26%	$60.00
Pre DA Advice for works valued between $1,000,001 - $3,000,000 – Advice & meeting	$2,440.00	$2,290.91	$229.09	$2,520.00	3.28%	$80.00
Pre DA Advice for works valued between $3,000,001 - $10,000,000 – Advice & meeting	$3,640.00	$3,409.09	$340.91	$3,750.00	3.02%	$110.00
Pre DA Advice for works valued greater than $10,000,000 – Advice & meeting	$6,050.00	$5,672.73	$567.27	$6,240.00	3.14%	$190.00
Follow up Pre DA application / consideration of additional information / amended design					50% of the original Pre DA fee	

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Other Advice						
Single issue only - per hour	$375.00	$354.55	$35.45	$390.00	4.00%	$15.00
Additional hours	$350.00	$331.82	$33.18	$365.00	4.29%	$15.00
Confirmation in writing that development is exempt	$350.00	$331.82	$33.18	$365.00	4.29%	$15.00
General research & interpretation advice (per hour)	$350.00	$331.82	$33.18	$365.00	4.29%	$15.00
Pre-Complying Development Certificate Advice						
Advice as whether a proposal would constitute a CDC, per proposal (excluding stormwater review)	$660.00	$618.18	$61.82	$680.00	3.03%	$20.00
Complying Development Certificate Variation Certificate and/or Advice						
Advice on a proposed complying development certificate variation certificate	$0.00	$600.00	$60.00	$660.00	∞	$660.00
Urban Design Review (additional to PreDA fee)						
Estimated Cost of Construction < $10 Million (per review)	$5,450.00	$5,620.00	$0.00	$5,620.00	3.12%	$170.00
Estimated Cost of Construction > $10 Million (per review)	$7,260.00	$7,480.00	$0.00	$7,480.00	3.03%	$220.00
Professional External Consultancy Services Fee – Peer review, Report and or Advice						
Professional External Consultancy Services Fee for Application Assessment including post consent condition review (e.g. acoustics, fire engineering, geotechnical, flood, bushfire, heritage, ecology, traffic, landscape assessment etc.) – Peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice. In accordance with Council's Procurement Policy and Practices.	'As invoiced' plus 20% for Council Administration of Consultant Engagement, operational expense and Contract Management					
Development and Building - Development Application (DA) Fees						
DA's for Dwelling Houses						
Development applications for a dwelling house with an estimated cost of $100,000 or less	$592.22	$592.22	$0.00	$592.22	0.00%	$0.00
DA's for Advertisements (Signage)						
Fee must not exceed the fee based on the fees schedule for DA's						
Base	$370.70	$370.70	$0.00	$370.70	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
DA's for Advertisements (Signage) [continued]						
plus per advertisement	$93.00	$93.00	$0.00	$93.00	0.00%	$0.00
DA's for Change of Use (Only)						
Development application not involving erection of a building, carrying out of work, the subdivision of land or demolition of a building or work	$370.70	$370.70	$0.00	$370.70	0.00%	$0.00
DA's for the Subdivision of Land (other than strata)						
Opening of Public Road – base	$864.96	$864.96	$0.00	$864.96	0.00%	$0.00
plus per additional lot	$65.00	$65.00	$0.00	$65.00	0.00%	$0.00
No Opening of Public Road – base	$429.70	$429.70	$0.00	$429.70	0.00%	$0.00
plus per additional lot	$53.00	$53.00	$0.00	$53.00	0.00%	$0.00
DA's for Strata/Stratum Subdivision						
Strata/Stratum – base	$429.70	$429.70	$0.00	$429.70	0.00%	$0.00
plus per lot	$65.00	$65.00	$0.00	$65.00	0.00%	$0.00
All other DA's including erection of a building, carrying out of work, demolition of building or work (based on estimated costs)						
Up to $5,000	$143.60	$143.60	$0.00	$143.60	0.00%	$0.00
Base fee – $5,001 – $50,000	$220.41	$220.41	$0.00	$220.41	0.00%	$0.00
plus an additional amount for each $1,000 (or part of $1,000) of the estimated cost of the development	$3.00	$3.00	$0.00	$3.00	0.00%	$0.00
Base fee – $50,001 – $250,000	$458.64	$458.64	$0.00	$458.64	0.00%	$0.00
plus an additional amount for each $1,000 (or part of $1,000) by which the estimated cost exceeds $50,000	$3.64	$3.64	$0.00	$3.64	0.00%	$0.00
Base fee – $250,001 – $500,000	$1,509.50	$1,509.50	$0.00	$1,509.50	0.00%	$0.00
plus an additional amount for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	$2.34	$2.34	$0.00	$2.34	0.00%	$0.00
Base fee – $500,001 – $1,000,000	$2,272.04	$2,272.04	$0.00	$2,272.04	0.00%	$0.00
plus an additional amount for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	$1.64	$1.64	$0.00	$1.64	0.00%	$0.00
Base fee – $1,000,001 – $10,000,000	$3,404.17	$3,404.17	$0.00	$3,404.17	0.00%	$0.00
plus an additional amount for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	$1.44	$1.44	$0.00	$1.44	0.00%	$0.00
More than $10,000,000	$20,666.58	$20,666.58	$0.00	$20,666.58	0.00%	$0.00
plus an additional amount for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	$1.19	$1.19	$0.00	$1.19	0.00%	$0.00
DA's for Designated Development						
Designated Development - Additional Fee	$1,197.80	$1,197.80	$0.00	$1,197.80	0.00%	$0.00

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Name	Year 25/26	Year 26/27				
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Development and Building - Modification of Development Consent Application						
Modification (Minor error, mis-description or miscalculation)	$92.40	$92.40	$0.00	$92.40	0.00%	$0.00
Modification (Minimal Environmental Impact)	$839.35 or 50% of the original fee, whichever is the lesser					
Modification of Development Consent Application (Court approved / S4.55(2))						
Original fee less than $100	50% of the original application fee					
Original fee $100 or more – for development that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% of the original application fee					
For development that involves the erection of a dwelling-house with an estimated cost of construction of $100,000 or less	$247.13	$247.13	$0.00	$247.13	0.00%	$0.00
For other development – Based on the original cost of construction Up to $5,000	$71.24	$71.24	$0.00	$71.24	0.00%	$0.00
$5,001 – $250,000	$110.21 plus an additional $1.50 for each $1,000 (or part thereof) of the estimated cost					
$250,001 – $500,000	$651.22 plus an additional $0.85 for each $1,000 (or part thereof) by which the estimated cost exceeds $250,000					
$500,001 – $1,000,000	$927.30 plus an additional $0.50 for each $1,000 (or part thereof) by which the estimated cost exceeds $500,000					
$1,000,001 – $10,000,000	$1284.63 plus an additional $0.40 for each $1,000 (or part thereof) by which the estimated cost exceeds $1,000,000					
More than $10,000,000	$6167.13 plus an additional $0.27 for each $1,000 (or part thereof) by which the estimated cost exceeds $10,000,000					
Design Verification Assessment fee (Modification Applications)	$989.63	$989.63	$0.00	$989.63	0.00%	$0.00
Review of Determination Development Application or Modification to Development Consent						
For development that does not involve the erection of a building, the carrying out of a work or the demolition of a building	50% of original fee					
For development that involves the erection of a dwelling-house with an estimated cost of construction of $100,000 or less	$247.13	$247.13	$0.00	$247.13	0.00%	$0.00
Up to $5,000	$71.24	$71.24	$0.00	$71.24	0.00%	$0.00
Base fee $5,001 – $250,000	$111.32 plus an additional $1.50 for each $1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee $250,001 – $500,000	$651.22 plus an additional $0.85 for each $1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee $500,001 – $1,000,000	$927.30 plus an additional $0.50 for each $1,000 (or part thereof) by which the estimated cost exceeds the base fee					
Base fee $1,000,001 – $10,000,000	$1,284.63 plus an additional $0.40 for each $1,000 (or part thereof) by which the estimated cost exceeds the base fee					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$

[continued]

Base fee greater than $10,000,000	$6167.13 plus an additional $0.27 for each $1,000 (or part thereof) by which the estimated cost exceeds the base fee
Review of modification determination	50% of modification application fee

Review of Decision to Reject Development Application

Up to and less than $100,000	$71.20	$71.20	$0.00	$71.20	0.00%	$0.00
$100,001 – $1,000,000	$194.81	$194.81	$0.00	$194.81	0.00%	$0.00
Greater than $1,000,000	$325.05	$325.05	$0.00	$325.05	0.00%	$0.00

Notified & Re-notified Applications

Advertised and Re-advertised Applications (in addition to notification fees), Notification and re-notification (Development Applications, Modifications of Consent, Reviews and Unauthorised Building Information Certificate)

Notification	$860.00	$600.00	$0.00	$600.00	-30.23%	-$260.00
Designated development	$2,889.87	$2,889.87	$0.00	$2,889.87	0.00%	$0.00
Advertised Development	$1,438.25	$1,438.25	$0.00	$1,438.25	0.00%	$0.00
Prohibited development	$1,438.25	$1,438.25	$0.00	$1,438.25	0.00%	$0.00
Nominated Integrated Development, Threatened Species Development or Class 1 Aquaculture	$1,438.25	$1,438.25	$0.00	$1,438.25	0.00%	$0.00

Other Application Fees - Development Assessment

Electronic File Management (Development applications, Modifications to Development Consents & Reviews of Determination)

Fee per application for the electronic file management of applications and accompanying information

Document Management / Scanning estimated cost of works < $10,000	$37.85	$38.99	$0.00	$38.99	3.01%	$1.13
Document Management / Scanning estimated cost of works $10,000 to $100,000	$54.08	$55.70	$0.00	$55.70	3.00%	$1.63
Document Management / Scanning estimated cost of works $100,001 to $300,000	$86.52	$89.12	$0.00	$89.12	3.01%	$2.60
Document Management / Scanning estimated cost of works $300,001 to $500,000	$140.60	$144.82	$0.00	$144.82	3.00%	$4.22
Document Management / Scanning estimated cost of works $500,001 to $1,000,000	$237.93	$245.07	$0.00	$245.07	3.00%	$7.14
Document Management / Scanning estimated cost of works $1,000,001 to $5,000,000	$432.60	$445.58	$0.00	$445.58	3.00%	$12.98
Document Management / Scanning estimated cost of works > $5,000,000	$648.90	$668.37	$0.00	$668.37	3.00%	$19.47

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Lapsed Consents						
Confirmation in writing whether or not consent has lapsed	$415.09	$427.54	$0.00	$427.54	3.00%	$12.45
Extension of Consent Application						
Extension of Consent	$415.09	$427.54	$0.00	$427.54	3.00%	$12.45
Review of Documentation submitted to Consent Conditions						
Determine if operational consent active (Deferred commencement conditions)	$415.09	$200.00	$0.00	$200.00	-51.82%	-$215.09
Determine if documentation submitted satisfies relevant condition(s) of consent	$415.09	$200.00	$0.00	$200.00	-51.82%	-$215.09
Subsequent review of documentation to satisfy relevant condition(s) of consent (fee to be paid with each submission)	$0.00	$100.00	$0.00	$100.00	∞	$100.00

Application Fee Refunds

Application Fee Refunds - Proportion as to time spent assessing the application up to time of withdrawal/ cancellation. Additional Percentage Refund can be applied at the Manager Development and Building, Director Environment & Planning or General Manager's discretion.	100% - where no assessment has occurred Max 80% - where preliminary assessment has been undertaken and no report has been prepared Max 50% - where complete assessment has been undertaken and no report has been prepared Max 25% - where assessment and report have been completed 100% of Notification/advertising fee if not occured
Additional percentage refund can be applied at the Manager Development & Bulding, Director Environment & Planning or General Manager discretion	

Application Fee Refunds

Application refused without notice	Refund 80% of the original assessment
	Last year fee Up to 100% of Application Fee

Site Compatibility Certificate and site verification certificates under SEPPs

Fee	
Current fee as set out in clause 262A of EPA Reg 2000: (1) The maximum fee for an application to the Director-General for a site compatibility certificate (SEPP Housing 2021) is $310, plus $42 for each dwelling in the development in respect of which the certificate was issued. (2) The maximum fee for an application to the Director-General for a site compatibility certificate (SEPP Transport 2021) is $310, plus $265 for each hectare (or part of a hectare) of the area of the land in respect of which the certificate was issued. (3) The maximum fee for an application to the Director-General for a site compatibility certificate (SEPP Resources and Energy 2021 Part 2.4) is $4,370.	

Fee to Council for Development Applications for Integrated Development

Fee to Council for Development Applications for Integrated Development	$182.56	$182.56	$0.00	$182.56	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$

Fee to Council for Development Applications for Integrated Development

[continued]

Fee to Council for Development Applications requiring concurrence	$401.19	$401.19	$0.00	$401.19	0.00%	$0.00

Long Service Levy (All Development Types)

Building Services Long Service Levy Payments Act	As Legislated (Note currently 0.25% of the total cost of the work for building and construction work that is equal or over $250,000, no charge for cost of work under $250,000)

Development and Building - Building Assessment and Development Engineering

Building Information Certificate Applications

Application for any National Construction Code (Building Code of Australia) class 1 building (together with any class 10 buildings on the site) or any other National Construction Code (Building Code of Australia) class of building with a floor area not exceeding 200m2	$785.38	$808.94	$0.00	$808.94	3.00%	$23.57
Application for any National Construction Code (Building Code of Australia) class of building (except Class 1 building, together with any class 10 buildings on the site) where Floor Area exceeds 200m2	$2000.00 plus $1.50 per square metre Min. Fee excl. GST: $2,000.00					
Charge Rates: a. $250 plus $0.50 per m² for area of 200m² to 2000m²; b. $1165 plus $0.08 per m² for area 2001m² or greater						
Inspection Fee (x2 to be charged per BIC lodgement)	$344.54	$354.88	$0.00	$354.88	3.00%	$10.34
Additional Fee for all Building Information Certificate Applications where works undertaken in previous 24 months required Development Consent /CDC however was not obtained	In addition to BIC fee and BIC Inspection Fees, applicable Development Application & Construction Certificate fees that would apply for the full extent of illegal works for which certification is sought					
Additional Fee for all Building Information Certificate Applications where building works have been carried out and Private Certifier has not issued an occupation certificate	$750 plus Construction Certificate fees if approval had been sought					

Notification, Re-notification and Advertising of Development Applications, Modifications of Consent, Reviews and Unauthorised Building Information Certificate

Electronic File Management

Fee per application for the electronic file management of Building Information Certificates, Subdivision Certificates, Council CDC's, Council Construction Certificates, Hoarding and Anchor applications and accompanying information

Document Management estimated cost of works < $10,000	$37.85	$38.99	$0.00	$38.99	3.01%	$1.13
Document Management estimated cost of works $10,000 to $100,000	$54.08	$55.70	$0.00	$55.70	3.00%	$1.63

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Electronic File Management [continued]						
Document Management estimated cost of works $100,001 to $300,000	$86.52	$89.12	$0.00	$89.12	3.01%	$2.60
Document Management estimated cost of works $300,001 to $500,000	$140.60	$144.82	$0.00	$144.82	3.00%	$4.22
Document Management estimated cost of works $500,001 to $1,000,000	$237.93	$245.07	$0.00	$245.07	3.00%	$7.14
Document Management estimated cost of works $1,000,001 to $5,000,000	$432.60	$445.58	$0.00	$445.58	3.00%	$12.98
Document Management estimated cost of works > $5,000,000	$648.90	$668.37	$0.00	$668.37	3.00%	$19.47
Amended Plans / Documentation						
The fee for an assessment of an amendment to Building Information Certificates, Subdivision Certificates, Hoarding and Anchor applications prior to its determination is:						
All amendments	50% of original assessment fee					
The Fees for the assessment of amended information or additional plans for a development application (except minor amendments at Council officers request)						
Minor	20% of original DA assessment fee					
Major	50% of original DA assessment fee					
Lodgement of Private PCA Issued Certificates for Records purposes						
Outside of Standard Hours Work Permit application fees						
Class 1a Dwelling (each dwelling)	$355.00	$370.00	$0.00	$370.00	4.23%	$15.00
Class 2-9 Building – up to 3 Stories	$680.00	$705.00	$0.00	$705.00	3.68%	$25.00
Class 2-9 Building – 4 Stories and above	$1,020.00	$1,060.00	$0.00	$1,060.00	3.92%	$40.00
Class 2-9 Building where concrete pour exceeds 500 square metres	$1,360.00	$1,410.00	$0.00	$1,410.00	3.68%	$50.00
Swimming Pools (Private Swimming Pool)						
Application for exemption under Clause 22 of Swimming Pools Act 1992	$250.00	$250.00	$0.00	$250.00	0.00%	$0.00
Certificate of Compliance under Clause 22D of Swimming Pools Act 1992	$165.00	$150.00	$15.00	$165.00	0.00%	$0.00
Re-inspection	$110.00	$100.00	$10.00	$110.00	0.00%	$0.00
Swimming Pools Registration Online	$11.00	$10.00	$1.00	$11.00	0.00%	$0.00
Resuscitation Charts	$33.00	$30.00	$3.00	$33.00	0.00%	$0.00
Fire Safety						
Registration of AFSS	$185.00	$177.27	$17.73	$195.00	5.41%	$10.00
Fire Safety Compliance Program Inspection and Re-inspection fee (i.e. Shared Accommodation, Entertainment Venues, Industrial & Commercial premises etc.)	$260.00	$270.00	$0.00	$270.00	3.85%	$10.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Fire Safety [continued]						
Registrable Boarding Houses – Boarding House first 12 months Registration and Compliance Inspection Fee	$260.00	$270.00	$0.00	$270.00	3.85%	$10.00
Registrable Boarding Houses Annual Inspection Fee per hour or part thereof after	$250.00	$250.00	$0.00	$250.00	0.00%	$0.00
Registrable Boarding Houses Re-inspection Fee per hour or part thereof after	$250.00	$250.00	$0.00	$250.00	0.00%	$0.00
Hoardings						
Base application fee	$620.00	$640.00	$0.00	$640.00	3.23%	$20.00
Amended application/plans/detail	$620.00	$640.00	$0.00	$640.00	3.23%	$20.00
Extension to approval application	$620.00	$640.00	$0.00	$640.00	3.23%	$20.00
Late application fee	$620.00	$640.00	$0.00	$640.00	3.23%	$20.00
Public Roads (Licence Fee)						
Type A (fence type)	$62 per month (per lineal metre)					
Type B (overhead type)	$83 per month (per square metre)					
Council Land Other (Leasing Fee)						
Note - any administration costs in developing a lease agreement for Hoarding on Council Land will be be passed on to the applicant						
Type A (fence type)	$118 per month (per lineal metre or commercial rate via valuation - which ever is the higher)					
Type B (overhead type)	$163 per month (per lineal metre or commercial rate via valuation - which ever is the higher)					
Damage Deposits and Inspection Fees Against damage to Council property						
Minor Building Work to the value of $25,000	$570.00	$590.00	$0.00	$590.00	3.51%	$20.00
Dual occupancy and domestic building work including dual occupancy – value between $20,500 and $2,000,000	$2,060.00	$2,130.00	$0.00	$2,130.00	3.40%	$70.00
All industrial and commercial building work value between $20,000 and $2,000,000	$3,870.00	$3,990.00	$0.00	$3,990.00	3.10%	$120.00
Security against access damage to Council parks or reserves	$2,370.00	$2,450.00	$0.00	$2,450.00	3.38%	$80.00
Security against compliance with tree preservation requirements/conditions	$2,320.00	$2,390.00	$0.00	$2,390.00	3.02%	$70.00
Security against access damage for construction within 3 metres of Council Stormwater Infrastructure	Deposit amount to be determined based on costs of works to replace stormwater infrastructure					
Major Developments – Damage Deposit Works greater than $2,000,000 in value	$1,236.00 per metre of each street frontage of property					
Inspection fees of Major developments (min 2 inspections) – Non refundable	$385.00	$400.00	$0.00	$400.00	3.90%	$15.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Damage Deposits and Inspection Fees Against damage to Council property [continued]						
Ground Anchor Deposit	$1,000.00 per metre of each street frontage of property					
Where excavation is to be supported by the use of below ground cable anchors that are constructed under Council's roadways / footpaths						
Footpath / Asset Inspection Fees						
First Hour or part thereof	$220.00	$230.00	$0.00	$230.00	4.55%	$10.00
Per hour or part thereof after First Hour	$220.00	$230.00	$0.00	$230.00	4.55%	$10.00
Minor Building Work	$155.00	$160.00	$0.00	$160.00	3.23%	$5.00
Other	$220.00	$230.00	$0.00	$230.00	4.55%	$10.00
Demolition Inspection Fees						
Pre Demolition Inspection Fee	$325.00	$335.00	$0.00	$335.00	3.08%	$10.00
Post Demolition Inspection Fee	$325.00	$335.00	$0.00	$335.00	3.08%	$10.00
Section 88G Certificate						
Fee	$36.50	$38.00	$0.00	$38.00	4.11%	$1.50
Activity Applications under Section 68, Local Government Act, 1993						
Application Fee	$485.00	$500.00	$0.00	$500.00	3.09%	$15.00
Per hour or part thereof	$375.00	$390.00	$0.00	$390.00	4.00%	$15.00
Ground Anchor Application (minimum 4 hours)	$1,480.00	$1,530.00	$0.00	$1,530.00	3.38%	$50.00
Information request						
Outstanding Notices Certificate - Environmental Planning and Assessment Act	$255.00	$265.00	$0.00	$265.00	3.92%	$10.00
Outstanding Notices Certificate	$255.00	$265.00	$0.00	$265.00	3.92%	$10.00
Information compiled from files including written response and search / miscellaneous services (per hour)	$375.00	$390.00	$0.00	$390.00	4.00%	$15.00

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $

Professional External Consultancy Services Fee – Peer review, Report and or Advice

Professional External Consultancy Services Fee for Application Assessment (e.g. acoustics, urban design, fire engineering, geotechnical, flood, bushfire, heritage, ecology etc.) – Peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice. In accordance with Council's Procurement Policy and Practices.	'As invoiced' plus 20% for Council Administration of Consultant Engagement and Contract Management

Building Certification

Principal Certifying Service Fee (Includes one Occupation Certificate fee) - All development types

The Manager Development & Building has the authority to adjust the fee applicable (maximum 10%) based on assessment of the extent of the proposed works and justification of the number of inspections

Up to $100,000	$1,176.77	$1,101.88	$110.19	$1,212.07	3.00%	$35.30
$100,001-$250,000	$1,175.00	$1,068.18	$106.82	$1,175.00	0.00%	$0.00
$250,001 – $500,000	$1,550.00	$1,409.09	$140.91	$1,550.00	0.00%	$0.00
$500,001 – $1,000,000	$2,205.00	$2,004.55	$200.45	$2,205.00	0.00%	$0.00
$1,000,001 - $2,000,000	$2,775.00	$2,522.73	$252.27	$2,775.00	0.00%	$0.00
$2,000,001 - $5,000,000	$8,110.00	$7,372.73	$737.27	$8,110.00	0.00%	$0.00
Greater than $5,000,001	$19,962.00 plus $330 per hour Min. Fee excl. GST: $19,962.00					
Class 2-9 with alternative solution requiring A1 unrestricted accreditation	Full cost of engaged service provider agreed price plus 20% for administration, insurance and management costs.					

2.17a Where Council is appointed as the replacement Principal Certifier

Where Council is appointed as the replacement Principal Certifier, the Principal Certifying Service fee is as outlined in the above table multiplied by 4

Construction Certificate Application Fees for National Construction Code Building Classes 1 and 10 – based on estimated cost of works - (In addition to PCA fee)

$0 to $100,000	$742.12	$695.45	$69.55	$765.00	3.08%	$22.89
$100,001-250,000	$1,310.00	$1,227.27	$122.73	$1,350.00	3.05%	$40.00
$250,001 to $500,000	$2,610.00	$2,445.45	$244.55	$2,690.00	3.07%	$80.00
$500,001 - $1,000,000	$2,870.00	$2,690.91	$269.09	$2,960.00	3.14%	$90.00
$1,000,001-$2,000,000	$3,610.00	$3,381.82	$338.18	$3,720.00	3.05%	$110.00
More than $2,000,000	$4,070.00	$3,818.18	$381.82	$4,200.00	3.19%	$130.00

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Name	Year 25/26	Year 26/27				
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Construction Certificate Application Fees for National Construction Code Building Classes 2 to 9 – based on estimated cost of works						
Up to $250,000	$2,880.00	$2,700.00	$270.00	$2,970.00	3.13%	$90.00
$250,001 - $500,000	$3,870.00	$3,627.27	$362.73	$3,990.00	3.10%	$120.00
$500,001 - $1,000,000	$5,410.00	$5,072.73	$507.27	$5,580.00	3.14%	$170.00
$1,000,001 - $2,000,000	$6,960.00	$6,518.18	$651.82	$7,170.00	3.02%	$210.00
$2,000,001 - $5,000,000	$11,600.00	$10,909.09	$1,090.91	$12,000.00	3.45%	$400.00
$5,000,001 and above excluding alternate solutions requiring A1 Unrestricted certification which are charged at the quoted provider cost plus 20% for administrative, insurance and management costs	$11,250 plus 0.12% for each $1 greater than $5,000,000 Min. Fee excl. GST: $11,250.00					
Amended Construction or Complying Development Certificates						
Amended Construction or Complying Development Certificates	50% of original fee					
Amended Construction (Class 1 to 10 or fitouts) or Complying Development Certificates (Minor Works 1-10 or fitouts)	$710.00	$668.18	$66.82	$735.00	3.52%	$25.00
Complying Development Certificate Application Fees for National Construction Code Building Classes 1 and 10 – based on estimated cost of works						
Up to $100,000	$1,082.20	$1,013.32	$101.33	$1,114.66	3.00%	$32.46
$100,001 - $250,000	$1,440.00	$1,354.55	$135.45	$1,490.00	3.47%	$50.00
$250,001 – $500,000	$1,960.00	$1,836.36	$183.64	$2,020.00	3.06%	$60.00
$500,001 – $1,000,000	$2,730.00	$2,563.64	$256.36	$2,820.00	3.30%	$90.00
$1,000,001 - $2,000,000	$3,550.00	$3,327.27	$332.73	$3,660.00	3.10%	$110.00
More than $2,000,001	$3,443.80 Plus 0.08% for each $1 greater than $2mil					
Complying Development Certificate Neighbour Notification Fee	$1,430.00	$1,345.45	$134.55	$1,480.00	3.50%	$50.00
Complying Development Certificate Application Fees for National Construction Code Building Classes 2 to 9 – based on estimated cost of works						
Up to $250,000	$2,871.12	$2,688.41	$268.84	$2,957.25	3.00%	$86.13
$250,001 - $500,000	$3,870.00	$3,627.27	$362.73	$3,990.00	3.10%	$120.00
$500,001 - $1,000,000	$5,410.00	$5,072.73	$507.27	$5,580.00	3.14%	$170.00
$1,000,001 - $2,000,000	$6,960.00	$6,518.18	$651.82	$7,170.00	3.02%	$210.00
$2,000,001 and above	$6,750 plus 0.07% for each $1 greater than $2,000,000					
Works requiring certification by A1 Unrestricted Certifier	Invoice cost plus 20% for administration, insurance, and management					
Complying Development Certificate						
Commercial Change of use	$1,544.99	$1,446.68	$144.67	$1,591.34	3.00%	$46.35
Modification of Complying Development Certificate	50% of original fee					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
PCA Inspections (Mandatory or additional)						
Per inspection (Charged as per minimum mandatory number required at lodgement, additional charged as required)	$375.00	$354.55	$35.45	$390.00	4.00%	$15.00
Occupation Certificate.						
Occupation Certificate application	$490.00	$459.09	$45.91	$505.00	3.06%	$15.00
Subdivision Certificate						
Base Torrens Title (including Stratum) Subdivision Certificate Fee	$1,004.25	$1,034.38	$0.00	$1,034.38	3.00%	$30.13
Fee per lot (all subdivision types) created or per unit proposed in addition to base fee	$310.00	$320.00	$0.00	$320.00	3.23%	$10.00
Base Strata and Community Title Subdivision Certificate Fee	$1,545.00	$1,591.35	$0.00	$1,591.35	3.00%	$46.35
Linen Plan (certification)						
Additional Inspection Fee (more than 1) Subdivision Certificate	$415.00	$430.00	$0.00	$430.00	3.61%	$15.00
Endorsement of Instrument under the Conveyancing Act where Council is cited in the instrument						
Certification Fee	$490.00	$505.00	$0.00	$505.00	3.06%	$15.00
Inspection Fee	$415.00	$430.00	$0.00	$430.00	3.61%	$15.00
Subdivision Works Certificates						
Up to $100,000	$742.12	$695.45	$69.55	$765.00	3.08%	$22.89
$100,001-$250,000	$1,310.00	$1,227.27	$122.73	$1,350.00	3.05%	$40.00
$250,001 - $500,000	$2,610.00	$2,445.45	$244.55	$2,690.00	3.07%	$80.00
$500,001 - $1,000,000	$0.00	$2,690.91	$269.09	$2,960.00	∞	$2,960.00
$1,000,001 - $2,000,000	$3,610.00	$3,381.82	$338.18	$3,720.00	3.05%	$110.00
More than $2,000,000	$4,070.00	$3,818.18	$381.82	$4,200.00	3.19%	$130.00
Modification of Subdivision Works Certificates	25% of original assessment fee					
Complying Development Certificate private certifier storm water assessment referral fee						
Stormwater Assessment for CDC applications as per Council's Stormwater Management Policy	Per application min $1500 (5 hrs) plus$300 per additional hour Min. Fee excl. GST: $1,500.00					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Professional External Consultancy Services Fee – Peer review, Report and or Advice						
Professional External Consultancy Services Fee for Application Assessment (e.g. acoustics, fire engineering, geotechnical, flood, bushfire, heritage, ecology, traffic, landscape assessment etc.) – Peer review, Report and or advice. Where Council has to engage the services of an outside consultancy for specialist consultancy advice or peer review, the cost of this service will be forwarded to the party causing the need for the inspection, report, peer review and or advice. In accordance with Council's Procurement Policy and Practices.	'As invoiced' plus 20% for Council Administration of Consultant Engagement and Contract Management					
Activity Application under s.68 of the Local Government Act and/or s.138 of the Roads Act (Stormwater)						
Application Fee (per application)	$510.00	$530.00	$0.00	$530.00	3.92%	$20.00
Inspection Fee (per hour or part thereof)	$165.00	$170.00	$0.00	$170.00	3.03%	$5.00
Damage Deposit for works on Council Stormwater Infrastructure	Price on application based on cost of works - to be determined by Council					
Temporary Road, Lane or Footpath Closure						
Car Park Closure (per bay per day)	$36.00	$37.50	$0.00	$37.50	4.17%	$1.50
Temporary compound Closure (per m2 per month)	$185.00	$195.00	$0.00	$195.00	5.41%	$10.00
Urgent Processing Fee (within 48 business hours)	$295.00	$305.00	$0.00	$305.00	3.39%	$10.00
Application Fee (non refundable)	$200.00	$210.00	$0.00	$210.00	5.00%	$10.00
Road Closure Fee (per Lin. m per lane per day)	$47.50	$49.00	$0.00	$49.00	3.16%	$1.50
Road Closure Fee – Section 68 Local Government Act – Cranes, Pumps etc. (per lin. m per lane per day)	$64.50	$66.50	$0.00	$66.50	3.10%	$2.00
Footpath Occupancy Fee (per sq.m per day)	$12.00	$12.40	$0.00	$12.40	3.33%	$0.40
Use of Footway						
Use of Footway Application Fee	$285.00	$290.00	$0.00	$290.00	1.75%	$5.00
Licence to use roadway for permanent structures	Market rate to be determined by valuation - Legal, Survey and Valuation fees at cost					
Outdoor Dining/Restaurants						
Application Fee	$285.00	$290.00	$0.00	$290.00	1.75%	$5.00
Licence Fee						
Outdoor Dining - Hurstville Plaza (per square metre per annum)	$360.00	$360.00	$0.00	$360.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Licence Fee [continued]						
Hurstville & Kogarah CBD – Without Fixed Council Umbrellas (per square metre per annum)	$330.00	$330.00	$0.00	$330.00	0.00%	$0.00
Hurstville & Kogarah CBD – With Fixed Council Umbrellas (per square metre per annum)	$400.00	$400.00	$0.00	$400.00	0.00%	$0.00
Oatley / Beverly Hills / Mortdale / Penshurst (per square metre per annum)	$270.00	$270.00	$0.00	$270.00	0.00%	$0.00
Other Areas (per square metre per annum)	$270.00	$270.00	$0.00	$270.00	0.00%	$0.00
Display of Goods (adjacent to business premises)						
Application Fee	$285.00	$290.00	$0.00	$290.00	1.75%	$5.00
Licence Fee						
Hurstville & Kogarah CBD (per square metre per annum)	$205.00	$215.00	$0.00	$215.00	4.88%	$10.00
Other Areas (per square metre per annum)	$165.00	$170.00	$0.00	$170.00	3.03%	$5.00
A-Frame Advertising Signage						
A-Frame Avertising Signage (per sign per annum)	$285.00	$295.00	$0.00	$295.00	3.51%	$10.00
Use of Public Space (non-road reserve)						
Use of Public Space - Kogarah Town Square and Hurstville Plaza - Rental / Use of space (maximum fee payable per event per day) (GST inclusive	$1,581.10	$1,480.50	$148.05	$1,628.55	3.00%	$47.45
Outdoor Dining/Restaurants - Kogarah Town Square Decking						
Application Fee	$285.00	$290.00	$0.00	$290.00	1.75%	$5.00
Licence Preparation Fee (new and renewals) (per stall holder)	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant					
Rental/Use of Space (per square metre per annum)	$350.00	$350.00	$0.00	$350.00	0.00%	$0.00
Activity Application Determination						
Fee	Under Section 100 Local Government Act – 30% of Fee with minimum fee of $75.00					
	Last year fee Under Section 100 Local Government Act – 30% of Fee with minimum fee of $75.00					
Section 68 Local Government Act Approvals (12 months maximum)						
Commercial Use of Public Footways						
Install or operate amusement devices (per event)	$395.00	$410.00	$0.00	$410.00	3.80%	$15.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Commercial Use of Public Footways [continued]						
Use a standing vehicle or any article for the purpose of selling any article in a public place for the period specified in the approval	$395.00	$410.00	$0.00	$410.00	3.80%	$15.00
Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	$395.00	$410.00	$0.00	$410.00	3.80%	$15.00
Skip Bin Fees - Sec 68 Local Government Act Management of Waste						
Skip Bin Application Fee	$55.00	$57.00	$0.00	$57.00	3.64%	$2.00
Skip Bins on Public Land (per bin per week)	$125.00	$130.00	$0.00	$130.00	4.00%	$5.00
Public Health						
(note: includes Cooling Towers or Warm Water Systems (regulated systems), Public Swimming Pool & Spas, Mortuaries and Skin Penetration Premises)						
Collection & analysis of water samples by NATA approved laboratory						Invoice cost
Water Sampling Administration fee	$150.00	$155.00	$0.00	$155.00	3.33%	$5.00
Notification Fee - Cooling Water System and Warm Water System	$120.00	$120.00	$0.00	$120.00	0.00%	$0.00
Pre-occupation Certificate Inspection	$285.00	$295.00	$0.00	$295.00	3.51%	$10.00
Notification Fee - Skin Penetration, Public Swimming Pool and Spa Pool	$105.00	$105.00	$0.00	$105.00	0.00%	$0.00
Inspection Fee (first hour)	$230.00	$230.00	$0.00	$230.00	0.00%	$0.00
Inspection Fee (per half hour or part thereof after first hour)	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Re-Inspection Fee	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Inspection Fee - Hair, Skin Beauty Salon (Non-Skin Penetration Premises)	$105.00	$110.00	$0.00	$110.00	4.76%	$5.00
Public Health - Notices and Orders						
Improvement Notice – Regulated System	$650.00	$665.00	$0.00	$665.00	2.31%	$15.00
Prohibition Orders – Regulated System	$650.00	$665.00	$0.00	$665.00	2.31%	$15.00
Improvement Notice – Public Swimming pool & Spa and Skin Penetration Premises	$302.00	$309.00	$0.00	$309.00	2.32%	$7.00
Prohibition Orders – Public Swimming pool & Spa and Skin Penetration Premises	$302.00	$309.00	$0.00	$309.00	2.32%	$7.00
Prohibition Order Reinspection Fee (per hour)	$255.00	$255.00	$0.00	$255.00	0.00%	$0.00
Domestic Waste Management Services						
Standard Domestic Waste Management Charge	$600.00	$600.00	$0.00	$600.00	0.00%	$0.00
1 x 120L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin						

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Domestic Waste Management Services [continued]						
Additional Volume Domestic Waste Management Charge	$779.00	$779.00	$0.00	$779.00	0.00%	$0.00
1 x 240L general waste bin, 1 x 240L recycling bin + 1 x 240L garden organics bin						
Extra general waste bin service (120L)	$191.00	$191.00	$0.00	$191.00	0.00%	$0.00
Extra general waste bin service (240L)	$382.00	$382.00	$0.00	$382.00	0.00%	$0.00
Change of Service (bins) Administration Fee	$23.50	$23.50	$0.00	$23.50	0.00%	$0.00
Extra recycling bin service (240L)	$135.00	$135.00	$0.00	$135.00	0.00%	$0.00
Extra garden organics bin service (240L)	$180.00	$180.00	$0.00	$180.00	0.00%	$0.00
Availability charge (dwelling with private domestic waste contractor)	$82.00	$82.00	$0.00	$82.00	0.00%	$0.00
Availability charge (dwelling with cancelled bin service)	$82.00	$82.00	$0.00	$82.00	0.00%	$0.00
Commercial Waste Management Services						
Commercial general waste bin service (240L) - once weekly	$722.00	$722.00	$0.00	$722.00	0.00%	$0.00
Commercial general waste bin service (1100L) - once weekly	$3,004.00	$3,004.00	$0.00	$3,004.00	0.00%	$0.00
Commercial recycling bin service (240L) - once weekly	$364.00	$364.00	$0.00	$364.00	0.00%	$0.00
Commercial recycling bin service (1100L) - once weekly	$1,550.00	$1,550.00	$0.00	$1,550.00	0.00%	$0.00
Commercial general waste bin service (240L) - twice weekly	$1,444.00	$1,444.00	$0.00	$1,444.00	0.00%	$0.00
Commercial general waste bin service (1100L) - twice weekly	$6,009.00	$6,009.00	$0.00	$6,009.00	0.00%	$0.00
Commercial recycling bin service (240L) - twice weekly	$728.00	$728.00	$0.00	$728.00	0.00%	$0.00
Commercial recycling bin service (1100L) - twice weekly	$3,100.00	$3,100.00	$0.00	$3,100.00	0.00%	$0.00
Other Waste Management Services						
The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.						
Shared Community Waste Storage Areas - Security Bond	$400.00	$400.00	$0.00	$400.00	0.00%	$0.00
Event bin – 240L bin supply and removal, per bin	$104.50	$95.00	$9.50	$104.50	0.00%	$0.00
Event bin – 240L bin servicing mid-event, per bin	$11.00	$10.00	$1.00	$11.00	0.00%	$0.00
Event bin – deposit, per bin	$77.00	$70.00	$7.00	$77.00	0.00%	$0.00
Community Gardens						
Communal Garden Bed	$51.50	$46.82	$4.68	$51.50	0.00%	$0.00
Individual Garden Bed	$103.00	$93.64	$9.36	$103.00	0.00%	$0.00
Family / Household Membership - Communal Garden Bed	$75.00	$68.18	$6.82	$75.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Community Gardens [continued]						
Family / Household Membership – Individual Garden Bed	$125.00	$113.64	$11.36	$125.00	0.00%	$0.00
Companion Animal Fees - Life time registration - microchipping						
Companion Animal Fees are set by Office of Local Government and may change without prior notice						
Dog – Registration fee (by 12 weeks or when sold if earlier than 12 weeks)	$80.00	$80.00	$0.00	$80.00	0.00%	$0.00
Dog – Registration (by eligible pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	$0.00
Dog – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
Dog – Registration Combined fees (for not Desexing dog by 6 months)	$269.00	$269.00	$0.00	$269.00	0.00%	$0.00
Dog – Additional Fee (dog not desexed by 6 months)	$189.00	$189.00	$0.00	$189.00	0.00%	$0.00
Dog – Registrations (desexing not recommended)	$80.00	$80.00	$0.00	$80.00	0.00%	$0.00
Dog – Registration (desexing not recommended – pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	$0.00
Dog – Registration (recognised breeder)	$80.00	$80.00	$0.00	$80.00	0.00%	$0.00
Dog - Working	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
Dog - Service of the State	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
Assistance Animal	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
Cat – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
Cat – Registration (Eligible Pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	$0.00
Cat – Registration Fee (by 12 weeks or when sold if earlier than 12 weeks)	$70.00	$70.00	$0.00	$70.00	0.00%	$0.00
Cat – Registration (desexing not recommended)	$70.00	$70.00	$0.00	$70.00	0.00%	$0.00
Cat – Registration (desexing not recommended – pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	$0.00
Cat – Registration (recognised breeder)	$70.00	$70.00	$0.00	$70.00	0.00%	$0.00
Registration Late Fee	$23.00	$23.00	$0.00	$23.00	0.00%	$0.00
Annual Specified Animal Permit Fees						
Dangerous Dog	$236.00	$236.00	$0.00	$236.00	0.00%	$0.00
Restricted Dog	$236.00	$236.00	$0.00	$236.00	0.00%	$0.00
Cat (not desexed by four months of age)	$99.00	$99.00	$0.00	$99.00	0.00%	$0.00
Permit late fee	$23.00	$23.00	$0.00	$23.00	0.00%	$0.00
Dangerous/Restriced Dog Enclosure						
Compliance Certificate	$150.00	$150.00	$0.00	$150.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Animal Impounding and Euthanasia Fees						
Daily boarding charge & Vet Care per animal per day for cost of care for all animals not reclaimed by their owner until there is an outcome, up to a maximum capped period: • Dogs & Cats - 74 day cap on boarding fees (14 day stat hold plus max 60 days for rehoming) • Small Animals - 30 day cap on boarding fees • All animals under 8 weeks of age on entry will have Boarding fees capped at 14 day stat hold. Council Hold dogs will be charged for their entire length of stay – capped fees do not apply. Dogs held as 'Council Hold' i.e. declared dangerous, menacing or restricted breed, or under investigation will be charged at the same daily rate until there is an outcome. Daily charges include boarding costs, veterinary care, exit fees, public holiday rates. Any animal requiring euthanasia will incur a euthanasia fee. Includes euthanasia and disposal of animal declared dangerous, menacing or restricted breed. Fees are as per below						
Impounded Animal Daily Boarding Charge - Dogs (per day)	$87.00	$83.05	$8.31	$91.36	5.01%	$4.36
Impounded Animal Daily Boarding Charge – Cats (per day)	$42.90	$40.95	$4.10	$45.05	5.01%	$2.15
Impounded Animal Daily Boarding Charge – Small Animals (per day)	$42.90	$40.95	$4.10	$45.05	5.01%	$2.15
Impounded Animal Veterinary Treatment Charge						At invoiced cost
Impounded Animal Transport Charge – Strathfield	$176.00	$163.36	$16.34	$179.70	2.10%	$3.70
Impounded Animal Transport Charge – Austral	$286.00	$265.46	$26.55	$292.01	2.10%	$6.01
Impounded Animal Transport Charge – Kurnell	$0.00	$168.18	$16.82	$185.00	∞	$185.00
After Hours Emergency Animal Transport Charge - Miranda	$220.00	$200.00	$20.00	$220.00	0.00%	$0.00
Animal Intake Administration Fee	$99.00	$94.50	$9.45	$103.95	5.00%	$4.95
Reduced to $35 plus gst for animals that are reclaimed to cover vaccination on entry						
Euthanisia Fee - Kitten (waiting on price from contractor)	$110.00	$105.00	$10.50	$115.50	5.00%	$5.50
Euthanisia Fee - Animal <10kg	$328.90	$313.95	$31.40	$345.35	5.00%	$16.45
Euthanisia Fee - Animal 10kg to 20kg	$438.90	$418.95	$41.90	$460.85	5.00%	$21.95
Euthanisia Fee - Animal >20kg	$548.90	$523.95	$52.40	$576.35	5.00%	$27.45
Food Premises Retail and home business						
Registered Charities and Not for Profit School Canteens (P&C run) are not subject to these Food Premises Fees and Charges.						
Annual Administration Fee	$135.00	$135.00	$0.00	$135.00	0.00%	$0.00
Notification (registration) of food premises	$60.00	$60.00	$0.00	$60.00	0.00%	$0.00
Inspection Fee – First hour	$230.00	$230.00	$0.00	$230.00	0.00%	$0.00
Inspection Fee – Per half hour thereof after first hour	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Re-inspection Fee	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Pre Occupation Certificate	$285.00	$295.00	$0.00	$295.00	3.51%	$10.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Temporary Food Premises (TFP) (including mobile food vending vehicles and temporary food stalls)						
Application Fee - Lifetime Temporary food Premises Permit	$140.00	$145.00	$0.00	$145.00	3.57%	$5.00
(mobile food vending vehicles residing with Georges River Council LGA will be subject to an annual inspection and will be charged an inspection fee accordingly)						
Re-issuing of Temporary Food Premises Permit - change of details	$60.00	$62.00	$0.00	$62.00	3.33%	$2.00
Inspection fee – Individual temporary food premises	$110.00	$115.00	$0.00	$115.00	4.55%	$5.00
Food - Notices						
Improvement Notice (per notice)	$565.00	$800.00	$0.00	$800.00	41.59%	$235.00
Certificate of Clearance	$500.00	$500.00	$0.00	$500.00	0.00%	$0.00
Impounding Charges						
Trolleys (per day)	$135.00	$140.00	$0.00	$140.00	3.70%	$5.00
Other Items (per day)	$135.00	$140.00	$0.00	$140.00	3.70%	$5.00
Administration Fee	$31.00	$32.00	$0.00	$32.00	3.23%	$1.00
Fee to release to owner – all impounded items	$120.00	$125.00	$0.00	$125.00	4.17%	$5.00
Disposal Fee (if not claimed)	$72.00	$74.50	$0.00	$74.50	3.47%	$2.50
Abandoned vehicles						
Fee is the contractor's cost which varies based on circumstances and vehicle type						
Towing fee	Fee is the contractor's cost which varies based on circumstances and vehicle type					
Towing fee – deemed dangerous location	Fee is the contractor's cost which varies based on circumstances and vehicle type					
Impounding fee	Fee is the contractor's cost which varies based on circumstances and vehicle type					
Holding Fee (per day)	Fee is the contractor's cost which varies based on circumstances and vehicle type					
Fee to release to owner – all impounded items	Fee is the contractor's cost which varies based on circumstances and vehicle type					
Protection of the Environment Operations Legislation						
These fees are issued under the Protection of the Environment Operations Act						
Clean Up Notice (Under POEO Act 1997)	$821.00	$840.00	$0.00	$840.00	2.31%	$19.00
Noise Control Notice (under POEO 1997)	$821.00	$840.00	$0.00	$840.00	2.31%	$19.00
Prevention Notice (Under POEO 1997)	$821.00	$840.00	$0.00	$840.00	2.31%	$19.00
Compliance Cost Notice	Cost of works or services (Invoice)					
Compliance Cost Notice Administration Fee	$465.00	$480.00	$0.00	$480.00	3.23%	$15.00
Environmental Audits/Inspection - including vapor recovery program	$230.00	$230.00	$0.00	$230.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Execution of Orders						
Contractors engaged to complete required works						At invoiced cost
Execution of Orders Administration Fee	$465.00	$436.36	$43.64	$480.00	3.23%	$15.00
Local Government Legislation						
Recovery Cost Notice						Varies - depending on cost of works
Community & Culture						
Hurstville Aquatic Leisure Centre						
These facilities are operated under a Management Agreement						
Aquatics - casual entry						
Adult (swim only)	$11.40	$10.73	$1.07	$11.80	3.51%	$0.40
Adult (swim/spa/steam)	$16.50	$15.45	$1.55	$17.00	3.03%	$0.50
Child/ (swim only) (5+ years)	$9.40	$8.91	$0.89	$9.80	4.26%	$0.40
Concession (swim only)	$9.40	$8.91	$0.89	$9.80	4.26%	$0.40
Concession (swim/spa/steam)	$12.20	$11.55	$1.15	$12.70	4.10%	$0.50
Family (Medicare Card)	$29.00	$27.27	$2.73	$30.00	3.45%	$1.00
Children under 5 are free						
Slide	$2.50	$2.27	$0.23	$2.50	0.00%	$0.00
Swim - Spa top up	$5.10	$4.73	$0.47	$5.20	1.96%	$0.10
Swim - Spa top up concession	$2.80	$2.64	$0.26	$2.90	3.57%	$0.10
Spectator (Non swimmer)	$2.50	$2.27	$0.23	$2.50	0.00%	$0.00
Aquatics - Visit Passes (swim/spa/steam)						
Adult Pass- 20 swim & spa	$288.75	$270.45	$27.05	$297.50	3.03%	$8.75
Concession Pass - 20 swim & spa	$213.50	$202.05	$20.20	$222.25	4.10%	$8.75
Adult Pass - 20 Swim (Only)	$199.50	$187.73	$18.77	$206.50	3.51%	$7.00
Child/Concession Pass - 20 swim (only)	$164.50	$155.91	$15.59	$171.50	4.26%	$7.00
Aquatic - Memberships						
Aquatic Membership 12 months	$850.00	$772.73	$77.27	$850.00	0.00%	$0.00
Aquatic Membership 6 months	$520.00	$472.73	$47.27	$520.00	0.00%	$0.00
Aquatic Membership 12 months (Fortnightly direct debit)	$38.00	$34.55	$3.45	$38.00	0.00%	$0.00
Aquatic Membership 6 months (Fortnightly direct debit)	$44.00	$40.00	$4.00	$44.00	0.00%	$0.00
Adult Membership - Council Only (Weekly Direct Debit)	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
Membership - All Access - 1 Month	$230.00	$209.09	$20.91	$230.00	0.00%	$0.00
Membership - All Access - 3 Months	$465.00	$422.73	$42.27	$465.00	0.00%	$0.00
Membership Workcover - 3 Months	$465.00	$422.73	$42.27	$465.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Swimming Lessons & Squad						
Program - Learn to Swim (child)	$25.50	$26.50	$0.00	$26.50	3.92%	$1.00
Program - Private Learn to Swim (Child)	$102.00	$106.00	$0.00	$106.00	3.92%	$4.00
Program - Learnt to Swim (Adult)	$25.50	$26.50	$0.00	$26.50	3.92%	$1.00
Junior Development squad (per fortnight)	$65.00	$61.36	$6.14	$67.50	3.85%	$2.50
Schools						
Services include: School Lane Hire, Independent School Use, School Carnival, School Fun Day including Stadium and inflatable, Water Sports and Gym / Aerobics	Fees dependent on number of students, days, etc - please contact Management					
Other						
Lane Hire 25m Pool (per hour)	$35.00	$34.09	$3.41	$37.50	7.14%	$2.50
Lane Hire - Commercial (per hour)	$0.00	$45.45	$4.55	$50.00	∞	$50.00
Birthday Parties Hosted (per child)	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
For a duration of 2 hours						
Room Hire	$0.00	$47.27	$4.73	$52.00	∞	$52.00
Health Club & Fitness - Casual entry						
School Gym Entry	$8.50	$8.00	$0.80	$8.80	3.53%	$0.30
Casual Gym/Group Fitness	$25.50	$24.09	$2.41	$26.50	3.92%	$1.00
Casual Gym/Group Fitness (Student / Concession)	$19.00	$18.00	$1.80	$19.80	4.21%	$0.80
Casual Aqua Aerobics	$25.50	$23.64	$2.36	$26.00	1.96%	$0.51
Casual Aqua Aerobics (Student / Concession)	$18.70	$18.00	$1.80	$19.80	5.88%	$1.10
Health Club & Fitness - Visit Passes						
Visit Pass - Aqua Senior - 10 visits	$171.00	$162.00	$16.20	$178.20	4.21%	$7.21
Reformer Pilates (1 Hour Class Members)	$12.00	$11.36	$1.14	$12.50	4.17%	$0.50
Reformer Pilates (1 Hour Class Non-Members)	$47.00	$44.27	$4.43	$48.70	3.62%	$1.70
Health Club & Fitness - Membership						
Adult 12 months - All Access (one-off upfront)	$1,520.00	$1,381.82	$138.18	$1,520.00	0.00%	$0.00
Student/Concession 12 months - All Access (one-off upfront)	$1,250.00	$1,136.36	$113.64	$1,250.00	0.00%	$0.00
Adult 6 months - All Access (one-off upfront)	$879.00	$799.09	$79.91	$879.00	0.00%	$0.00
Adult 12 months (Fortnightly Direct Debit)	$51.00	$46.36	$4.64	$51.00	0.00%	$0.00
Student/Concession 12 months (Fortnightly Direct Debit)	$43.00	$39.09	$3.91	$43.00	0.00%	$0.00
Adult - no contract (Fortnightly Direct Debit)	$55.00	$50.00	$5.00	$55.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Health Club & Fitness - Membership [continued]						
Student /Concession - no contract (Fortnightly Direct Debit)	$49.00	$44.55	$4.45	$49.00	0.00%	$0.00
Joining Fee 12 months	$79.00	$71.82	$7.18	$79.00	0.00%	$0.00
Joining Fee no contract	$99.00	$90.00	$9.00	$99.00	0.00%	$0.00
Crèche						
Creche Membership (Direct Debit) - per week	$9.00	$8.18	$0.82	$9.00	0.00%	$0.00
Creche Family Membership (Direct Debit) - per week	$18.00	$16.36	$1.64	$18.00	0.00%	$0.00
Member (per hour per child)	$6.20	$5.91	$0.59	$6.50	4.84%	$0.30
Non-member (per hour per child)	$10.40	$9.82	$0.98	$10.80	3.85%	$0.40
Kids Club						
BlueFit Swish Basketball Program (fortnightly direct debit)	$41.00	$38.73	$3.87	$42.60	3.90%	$1.60
Bluefit Strike Soccer Program (fortnightly direct debit)	$41.00	$38.73	$3.87	$42.60	3.90%	$1.60
BlueFit Gymnastics Program (fortnightly direct debit)	$41.00	$38.73	$3.87	$42.60	3.90%	$1.60
Learn 2 Play Joining Package	$41.00	$61.36	$6.14	$67.50	64.63%	$26.50
Stadium						
Badminton – per hour (peak)	$35.00	$33.00	$3.30	$36.30	3.71%	$1.30
Badminton – per hour (off peak)	$29.00	$27.27	$2.73	$30.00	3.45%	$1.00
Court Hire – per hour	$90.00	$86.36	$8.64	$95.00	5.56%	$4.99
Half Court Hire - Per Hour	$45.00	$45.45	$4.55	$50.00	11.11%	$4.99
Casual Entry Adult	$10.00	$9.55	$0.95	$10.50	5.00%	$0.50
Casual Entry Child	$8.00	$7.73	$0.77	$8.50	6.25%	$0.50
Stadium Hire (as listed below)						
General Information						
- School charges are costed based on number of students / number of hours / number of staff required to run activities requested.						
- New regulations say 1:50 ratio with school children doing unstructured activities.						
Stadium Hire (59 or less)	Fees dependent on day and time, please contact Management for tailored charges					
Stadium Hire (60 or more)	Fees dependent on day and time, please contact Management for tailored charges					
Stadium – Event Hire	Fees dependent on day and time, please contact Management for tailored charges					
Stadium – Staff Hire	Fees dependent on day and time, please contact Management for tailored charges					
Stadium – Catering Hire	Fees dependent on day and time, please contact Management for tailored charges					
Consultation Room Hire	Fees dependent on lease arrangement approved by Council					
Additional Staffing Costs						
Outside of Hours Booking - Duty Manager	$0.00	$52.73	$5.27	$58.00	∞	$58.00
Outside of Hours Booking - Lifeguard	$0.00	$38.18	$3.82	$42.00	∞	$42.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$

Sans Souci Leisure Centre

These facilities are operated under a Lease Agreement.

Aquatics - Swim entry

Adult (swim only)	$10.40	$9.82	$0.98	$10.80	3.85%	$0.40
Child (swim only, 5 & over)	$8.20	$7.73	$0.77	$8.50	3.66%	$0.30
Children under 5 are free						
Concession / Student / Senior (swim only)	$8.20	$7.73	$0.77	$8.50	3.66%	$0.30
Family Pass (2 adults, 2 kids)	$29.00	$27.27	$2.73	$30.00	3.45%	$1.00
Facility Fee (Spectator)	$3.20	$2.91	$0.29	$3.20	0.00%	$0.00
Lane Hire (per hour)	$85.00	$77.27	$7.73	$85.00	0.00%	$0.00

Swim Passes

All Swim passes valid for 4 months only

Swim Pass - 20 sessions - Adult	$182.00	$171.82	$17.18	$189.00	3.85%	$7.00
Swim Pass - 20 sessions - Concession (Student/Senior)	$143.50	$135.23	$13.52	$148.75	3.66%	$5.26

Swimming Lessons

Learn to Swim programs

Child	$25.50	$26.50	$0.00	$26.50	3.92%	$1.00
Adult	$25.50	$26.50	$0.00	$26.50	3.92%	$1.00
Private lesson - child	$102.00	$106.00	$0.00	$106.00	3.92%	$4.00

Aquatic Memberships

Membership Workcover - 3 Months (DD)	$420.00	$400.00	$40.00	$440.00	4.76%	$20.00

Casual Passes and Fitness

Aqua Pass Adult 10 sessions	$189.00	$178.36	$17.84	$196.20	3.81%	$7.20
Aqua Pass Student/Senior 10 sessions	$153.00	$143.18	$14.32	$157.50	2.94%	$4.50
Gym/Group Fitness - Casual Adult visit	$21.00	$19.82	$1.98	$21.80	3.81%	$0.80
Gym/Group Fitness - Casual Student/ Senior (Concession)	$17.00	$15.91	$1.59	$17.50	2.94%	$0.50
Aqua Pass - Adult - 20 Sessions	$367.50	$346.82	$34.68	$381.50	3.81%	$14.00
Aqua Pass - Student/Senior - 20 Sessions	$297.50	$278.41	$27.84	$306.25	2.94%	$8.75

Health & Fitness Membership

Adult - 1 month - no contract - fortnightly direct debit	$52.00	$47.27	$4.73	$52.00	0.00%	$0.00
Adult - 12 month contract - fortnightly direct debit	$48.00	$43.64	$4.36	$48.00	0.00%	$0.00
Adult 6-month membership	$0.00	$799.09	$79.91	$879.00	∞	$879.00
6x6 promotional membership						

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Health & Fitness Membership [continued]						
Concession - 1 month - no contract - fortnightly direct debit	$46.00	$41.82	$4.18	$46.00	0.00%	$0.00
Concession - 12 month contract - fortnightly direct debit	$40.00	$36.36	$3.64	$40.00	0.00%	$0.00
Joining Fee - with contract	$79.00	$71.82	$7.18	$79.00	0.00%	$0.00
Joining Fee - no contract	$99.00	$90.00	$9.00	$99.00	0.00%	$0.00
Norm O'Neill Cricket Centre						
These facilities are operated under a Management Agreement Fees are per hour, based on 1 lane hire						
Cricket Program	$60.00	$56.55	$5.65	$62.20	3.67%	$2.20
Individual Coaching 30 minutes	$55.00	$51.82	$5.18	$57.00	3.64%	$2.00
Individual Coaching 60 minutes	$95.00	$89.55	$8.95	$98.50	3.68%	$3.50
Level 3 Individual 30 Minutes	$60.00	$56.55	$5.65	$62.20	3.67%	$2.20
Level 3 Individual 60 Minutes	$100.00	$94.27	$9.43	$103.70	3.70%	$3.70
Net Hire with Machine	$60.00	$56.55	$5.65	$62.20	3.67%	$2.20
Sunday Cricket Squads	$36.00	$33.91	$3.39	$37.30	3.61%	$1.30
Off Peak						
Monday to Friday 8am to 3pm						
Coaches net hire Off-Peak	$0.00	$22.27	$2.23	$24.50	∞	$24.50
Net Hire - Off Peak	$34.50	$32.55	$3.25	$35.80	3.77%	$1.30
Schools						Free
Leniency can be shown between the hours of 3pm-4pm for school finishing times dependgin on whether there is another booking at 3pm on the day						
Community	$18.20	$17.18	$1.72	$18.90	3.85%	$0.70
Peak						
Monday to Friday 3pm onwards; Saturday and Sunday						
Coaches Net Hire - Peak	$30.00	$36.36	$3.64	$40.00	33.33%	$10.00
Net Hire - Peak	$45.60	$41.45	$4.15	$45.60	0.00%	$0.00
Turf Net Hire -Peak	$70.00	$63.64	$6.36	$70.00	0.00%	$0.00
Cricket Clinics						As per Off Peak Rates
Schools	$24.50	$23.09	$2.31	$25.40	3.67%	$0.90
Community	$24.50	$23.09	$2.31	$25.40	3.67%	$0.90
Other Facility Fees						
Holiday Clinic 1 Day	$60.00	$63.64	$6.36	$70.00	16.67%	$10.00
Holiday Clinic 2 Days	$145.00	$136.73	$13.67	$150.40	3.72%	$5.40

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$

Golf Courses

Hurstville Golf Course

These facilities are operated under a Management Agreement

- Tee-off for 9 hole rounds may be permitted up until 7:30am where players tee-off from the tenth tee.
- The evening rate applies when tee-off occurs after 3pm normal time or 4pm Daylight Savings time.

Casual Users

Adults

18 holes	$41.50	$39.09	$3.91	$43.00	3.61%	$1.50
9 holes	$29.00	$27.27	$2.73	$30.00	3.45%	$1.00
18 holes weekend	$47.00	$44.55	$4.45	$49.00	4.26%	$2.00
9 holes weekend	$36.00	$34.09	$3.41	$37.50	4.17%	$1.50
Twilight Evening Rate (after 3pm)	$17.50	$16.82	$1.68	$18.50	5.71%	$1.00

Concession - Pensioner/Student

18 holes	$35.80	$33.64	$3.36	$37.00	3.35%	$1.20
9 holes	$24.50	$23.18	$2.32	$25.50	4.08%	$1.00
School block booking – 18 holes (Weekdays only)	$16.00	$15.00	$1.50	$16.50	3.13%	$0.50

Cart Hire (Casual Users & Members)

Electric Cart Hire - 9 holes	$30.00	$30.00	$3.00	$33.00	10.00%	$3.00
Electric Cart Hire - 9 holes (Seniors)	$24.50	$24.55	$2.45	$27.00	10.20%	$2.50
Golf Set - Hire	$27.50	$25.91	$2.59	$28.50	3.64%	$1.00
Electric Cart Hire - 18 holes	$43.50	$43.64	$4.36	$48.00	10.34%	$4.50
Electric Cart hire – 18 holes (Concession)	$36.90	$36.82	$3.68	$40.50	9.76%	$3.60
Pull Buggy	$6.30	$5.91	$0.59	$6.50	3.17%	$0.20

HGC Members

Member Full

18 holes every day	$30.00	$28.18	$2.82	$31.00	3.33%	$1.00
9 holes	$24.50	$23.18	$2.32	$25.50	4.08%	$1.00

Member Concession - 18 holes/9 holes

Weekdays	$20.50	$19.09	$1.91	$21.00	2.44%	$0.50
Weekends and holidays	$29.00	$27.27	$2.73	$30.00	3.45%	$1.00

Member Junior - 18 holes/9 holes

Weekdays	$18.70	$17.00	$1.70	$18.70	0.00%	$0.00
Weekends and holidays	$20.50	$18.64	$1.86	$20.50	0.00%	$0.00

Beverley Park Golf Course

These facilities are operated under a Management Agreement

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Public & Visitor Fees						
Monday to Friday (excl Public Holidays) – 18 holes	$42.00	$44.55	$4.45	$49.00	16.67%	$7.00
Monday to Friday (excl Public Holidays) – 9 holes	$25.00	$30.00	$3.00	$33.00	32.00%	$8.00
Weekends & Public Holidays (am) – 18 holes	$47.00	$48.18	$4.82	$53.00	12.77%	$6.00
Weekends & Public Holidays (pm) – 18 holes	$40.00	$48.18	$4.82	$53.00	32.50%	$13.00
Weekends & Public Holidays – 9 holes	$27.00	$30.00	$3.00	$33.00	22.22%	$6.00
Twilight (Monday - Friday after 3pm)	$20.00	$21.82	$2.18	$24.00	20.00%	$4.00
Twilight (Weekends after 3pm)	$22.00	$23.64	$2.36	$26.00	18.18%	$4.00
Concession Fees - Pensioner/Senior Card Holders						
Monday to Friday (excl Public Holidays) from 11am – 9/18 holes	$24.00	$25.45	$2.55	$28.00	16.67%	$4.00
Monday to Friday (excl Public Holidays) BEFORE 11am – 18 holes	$34.00	$32.73	$3.27	$36.00	5.88%	$2.00
Monday to Friday (excl Public Holidays) BEFORE 11am – 9 holes	$25.00	$24.55	$2.45	$27.00	8.00%	$2.00
Cart Hire (casual users & members)						
Cart Hire – 18 holes	$48.00	$43.64	$4.36	$48.00	0.00%	$0.00
Cart Hire – 9 holes	$28.00	$25.45	$2.55	$28.00	0.00%	$0.00
Pull Buggy Hire	$5.00	$4.55	$0.45	$5.00	0.00%	$0.00
Club Hire – 18 holes	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
Club Hire – 9 holes	$20.00	$18.18	$1.82	$20.00	0.00%	$0.00
Stadium Hire						
Jubilee Stadium	Set by Council, dependent on the requirements of the event					
Tennis Courts						
Ken Rosewall Tennis Centre						
These facilities are operated under a Management Agreement						
Court Hire						
Casual Bookings					$22 per hour (Before 5pm) $25 per hour (5pm onwards)	
Racquet Hire - per hour	$5.00	$4.55	$0.45	$5.00	0.00%	$0.00
Coaching Services						
Junior Group Lessons						
Advanced/Elite Squad Classes - Junior	$32.00	$29.09	$2.91	$32.00	0.00%	$0.00
1.5 hour session per person						
Group Classes - Junior	$23.00	$20.91	$2.09	$23.00	0.00%	$0.00
1 hour session per person Group of 6						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Adult Group Lessons						
Group classes (4 people) 1 hour session per person	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
Social Classes						
Group classes (8 people)	$22.00	$20.00	$2.00	$22.00	0.00%	$0.00
Monday/Wednesday Social (9:30am-11:30am)	$25.00	$22.73	$2.27	$25.00	0.00%	$0.00
Private Lessons (Adults & Children - 1 or 2 players)						
Junior Coach (30 mins) 30 minute session per person	$35.00	$34.55	$3.45	$38.00	8.57%	$3.00
Junior Coach (1 hour) 1 hour session per person	$70.00	$68.18	$6.82	$75.00	7.14%	$5.00
Advanced Coach (1 hour) 1 hour session per person	$90.00	$81.82	$8.18	$90.00	0.00%	$0.00
Senior Coach 1 hour session per person	$85.00	$95.45	$9.55	$105.00	23.53%	$20.00
Senior Coach 30 minute session per person	$43.00	$48.18	$4.82	$53.00	23.26%	$10.00
Advanced Coach (30 Mins) 30 minute session per person	$45.00	$40.91	$4.09	$45.00	0.00%	$0.00
Clubhouse						
Functions, Children's Parties & Birthdays	$300 for a 4 hour booking (Including 1 x hour set-up and 1 x hour pack-down) Additional hours at $100 per hour					
Parkside Drive Tennis Courts						
These facilities are operated under a Management Agreement						
Court Hire						
Casual Bookings					$25 per hour (Before 5pm) $28 per hour (5pm onwards)	
Racquet Hire, per hour	$0.00	$4.55	$0.45	$5.00	∞	$5.00
Coaching Services						
Junior Group Lessons						
Advanced/Elite Squad Classes - Junior 1.5 hour session per person, 10 lesson package	$0.00	$29.09	$2.91	$32.00	∞	$32.00
Group Classes - Junior 1 hour session in a group of max 6 10 lesson package	$0.00	$20.91	$2.09	$23.00	∞	$23.00
Social Classes						
Social Classes, per person 2 hour session, supervised	$0.00	$13.64	$1.36	$15.00	∞	$15.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Private Lessons (Adults & Children - 1 or 2 players)						
Advanced Coach (1 hour)	$0.00	$90.91	$9.09	$100.00	∞	$100.00
1 hour session per person						
Advanced Coach (30 mins)	$0.00	$45.45	$4.55	$50.00	∞	$50.00
30 minute session per person						
Senior Coach (1 hour)	$0.00	$100.00	$10.00	$110.00	∞	$110.00
1 hour session per person						
Senior Coach (30 min)	$0.00	$50.00	$5.00	$55.00	∞	$55.00
30 Minute session per person						
Package Discounts						
Package over $500, per school term						5% discount
Package over $1000, per school term						10% discount

Quarry Reserve Tennis Courts

Court Bookings are made via Councils Website using the online booking system

Court Hire

Casual Hire (per court, per hour)	$20.00	$18.18	$1.82	$20.00	0.00%	$0.00
Coaching or Commerical hire (per court, per hour)	$0.00	$22.73	$2.27	$25.00	∞	$25.00

Netball Courts

Casual Hire Commercial (per court, per hour)	$45.00	$42.73	$4.27	$47.00	4.44%	$2.00
Casual Hire Community (per court, per hour)	$40.00	$38.18	$3.82	$42.00	5.00%	$2.00
Seasonal hire (per court)	$140.00	$131.82	$13.18	$145.00	3.57%	$5.00
School Hire per court, per hour (within school terms & hours)						Free

Sports Fields - Synthetic

- Community Hire applies to not for profit organisations and schools not located within the Georges River Local Government Area
- School hire applies to schools located within the Georges River Local Government Area only, for bookings during school hours and terms (otherwise Community Hire fees are applicable)
- Sports Lighting fees may be applicable depending on the time of day (refer to the ADD ON COST section within this document)

Synthetic Fields - Penshurst Park Sporting Hub

All listed fees are per hour.

Casual Hire - Commercial (Peak, per hour)	$295.00	$277.27	$27.73	$305.00	3.39%	$10.00
• Peak - Monday to Friday, 3pm to close and all day on weekends						
Casual Hire - Commercial (Off-Peak, per hour)	$210.00	$200.00	$20.00	$220.00	4.76%	$10.00
• Off-Peak - Monday to Friday, 8am to 3pm						
Casual Hire - Community (per hour)	$165.00	$118.18	$11.82	$130.00	-21.21%	-$35.00
Casual Hire - Commercial - Half field (peak, per hour)	$0.00	$138.18	$13.82	$152.00	∞	$152.00

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Synthetic Fields - Penshurst Park Sporting Hub [continued]						
Casual Hire - Commercial - Half field (off-peak, per hour)	$0.00	$100.00	$10.00	$110.00	∞	$110.00
Casual Hire - Community - Half field (per hour)	$0.00	$59.09	$5.91	$65.00	∞	$65.00
School Hire - in GRC LGA (per hour)						FREE
within school term & hours 8am - 3.30pm • *Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms*						
Seasonal Hire (per hour)	$100.00	$95.45	$9.55	$105.00	5.00%	$5.00
Closure of Operable Fence (per hire)	$205.00	$195.45	$19.55	$215.00	4.88%	$10.00
Synthetic Fields - Peakhurst Park; Poulton Park						
All fees list are per field, per hour. Peak : Monday to Friday , 3pm to close, and all day on weekends Off-Peak: Monday to Friday 7am to 3pm						
Casual Hire - Commercial (Peak, per hour)	$270.00	$254.55	$25.45	$280.00	3.70%	$10.00
Casual Hire - Commercial (Off-Peak, per hour)	$195.00	$181.82	$18.18	$200.00	2.56%	$5.00
Casual Hire - Community (per hour)	$145.00	$109.09	$10.91	$120.00	-17.24%	-$25.00
Casual Hire - Commercial - Half field (peak, per hour)	$0.00	$127.27	$12.73	$140.00	∞	$140.00
Casual Hire - Commercial - Half field (off-Peak, per hour)	$0.00	$90.91	$9.09	$100.00	∞	$100.00
Casual Hire - Community - Half field (per hour)	$0.00	$54.55	$5.45	$60.00	∞	$60.00
School Hire - in GRC LGA (per hour)						Free
within school term & hours 8am - 3.30pm *Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms*						
Regular Hire - Sporting Clubs/ Associations (per Hour)	$0.00	$72.73	$7.27	$80.00	∞	$80.00
A Booking with minimum 10 dates over 3 months, *and excludes academies, clinics and school holiday programs*						
Seasonal Hire (per hour)	$55.00	$51.82	$5.18	$57.00	3.64%	$2.00
Mid-Size Synthetic Field						
Casual Hire - Mid size- Commercial (peak, per hour)	$0.00	$127.27	$12.73	$140.00	∞	$140.00
Casual Hire - Mid size- Commercial (off-peak, per hour)	$0.00	$90.91	$9.09	$100.00	∞	$100.00
Casual Hire - Mid size - Community (per hour)	$0.00	$54.55	$5.45	$60.00	∞	$60.00
Regular Hire - Sporting Clubs/ Associations - Mid Size (per Hour)	$0.00	$38.18	$3.82	$42.00	∞	$42.00
A Booking with minimum 10 dates over 3 months, *and excludes academies, clinics and school holiday programs*						
Seasonal Hire - Mid Size (per Hour)	$0.00	$27.27	$2.73	$30.00	∞	$30.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Synthetic Fields - Vanessa Street Multi-Purpose Courts						
These facilites are operated under a Management Agreement **All fees list are per hour.** Peak : Monday to Friday , 3pm to close, and all day on weekends Off-Peak: Monday to Friday 7am to 3pm						
Casual Hire - Commercial (Peak, per hour)	$95.00	$89.09	$8.91	$98.00	3.16%	$3.00
Casual Hire - Commercial (Off-Peak, per hour)	$65.00	$60.91	$6.09	$67.00	3.08%	$2.00
Casual Hire - Community (per hour)	$45.00	$41.82	$4.18	$46.00	2.22%	$1.00
Regular Hire - Sporting Clubs/ Associations (per Hour)	$0.00	$50.00	$5.00	$55.00	∞	$55.00
A Booking with minimum 10 dates over 3 months), *and excudes academies, clinics and school holiday programs*						
Seasonal Hire (per hour, per court)	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
School Hire - in GRC LGA (per hour)						Free
within school term & hours 8am - 3.30pm Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms						
School Hire - out of area (per hour)	$15.00	$14.55	$1.45	$16.00	6.67%	$1.00
Applicable to schools located outside of the Georges River Local Government Area, for bookings during school hours and terms						
Sports Fields - Natural Turf						
• Community Hire applies to not for profit organisations and schools not located within the Georges River Local Government Area • School hire applies to schools located within the Georges River Local Government Area only, for bookings during school hours and terms (otherwise Community Hire fees are applicable) • Sports Lighting fees may be applicable depending on the time of day (refer to the ADD ON COST section within this document)						
Natural Turf Sports Fields - Harold Fraser Oval, Hurstville Oval and Olds Park Oval						
All listed fees are per hour, unless otherwise stated.						
Casual Hire - Commercial (per hour)	$140.00	$131.82	$13.18	$145.00	3.57%	$5.00
Casual Hire - Community (per hour)	$70.00	$65.45	$6.55	$72.00	2.86%	$2.00
Seasonal Hire - Senior teams	$2,930.00	$2,745.45	$274.55	$3,020.00	3.07%	$90.00
Seasonal Hire - Junior teams	$1,600.00	$1,500.00	$150.00	$1,650.00	3.13%	$50.00
School Hire - in GRC LGA (per hour)						Free
within school term & hours 8am - 3.30pm *Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms*						
School Athletics Carnival Hire (per day) - Hurstville Oval and Olds Park	$465.00	$436.36	$43.64	$480.00	3.23%	$15.00
Athletics Line Marking fees applicable (refer to the ADD ON COST section within this document)						
Hurstville Oval Velodrome						
Velodrome Cycling Hire - Casual (per hour)	$535.00	$59.09	$5.91	$65.00	-87.85%	-$470.00
Velodrome Cycling hire - Seasonal	$2,990.00	$2,800.00	$280.00	$3,080.00	3.01%	$90.00
Natural Turf Sports Fields - Full Size						
All listed fees are per hour, unless otherwise stated.						
Casual Hire - Commercial (per hour)	$100.00	$95.45	$9.55	$105.00	5.00%	$5.00
Casual Hire - Community (per hour)	$65.00	$57.27	$5.73	$63.00	-3.08%	-$2.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Natural Turf Sports Fields - Full Size [continued]						
School Hire - in GRC LGA (per hour)				Free		
within school term & hours 8am - 3.30pm *Applicable to schools located within the Georges River Local Government Area, for bookings during school hours and terms*						
Regular Hire - Sporting Clubs/ Associations (per Hour)	$0.00	$45.45	$4.55	$50.00	∞	$50.00
A Booking with minimum 10 dates over 3 months, *and excludes academies, clinics and school holiday programs*						
Seasonal Hire - 1 day per week (per field)	$0.00	$409.09	$40.91	$450.00	∞	$450.00
Seasonal Hire - 2 days per week (per field)	$700.00	$727.27	$72.73	$800.00	14.29%	$100.00
Seasonal Hire - 3 days per week (per field)	$0.00	$954.55	$95.45	$1,050.00	∞	$1,050.00
Seasonal Hire - 4 days per week (per field)	$0.00	$1,090.91	$109.09	$1,200.00	∞	$1,200.00
Seasonal Hire - 5 days per week (per field)	$0.00	$1,363.64	$136.36	$1,500.00	∞	$1,500.00
Seasonal Hire - 6 days per week (per field)	$0.00	$1,636.36	$163.64	$1,800.00	∞	$1,800.00
Seasonal Hire - 7 days per week (per field)	$0.00	$1,909.09	$190.91	$2,100.00	∞	$2,100.00
Half Field						
Casual Hire - Commercial - Half field (per hour)	$50.00	$48.18	$4.82	$53.00	6.00%	$3.00
Casual Hire - Community- Half field (per hour)	$35.00	$29.09	$2.91	$32.00	-8.57%	-$3.00
Seasonal Hire - 1 day per week (per Half field)	$0.00	$204.55	$20.45	$225.00	∞	$225.00
Seasonal Hire - 2 days per week (per Half field)	$0.00	$363.64	$36.36	$400.00	∞	$400.00
Seasonal Hire - 3 days per week (per Half field)	$0.00	$477.27	$47.73	$525.00	∞	$525.00
Seasonal Hire - 4 days per week (per Half field)	$0.00	$545.45	$54.55	$600.00	∞	$600.00
Seasonal Hire - 5 days per week (per Half field)	$0.00	$681.82	$68.18	$750.00	∞	$750.00
Seasonal Hire - 6 days per week (per Half field)	$0.00	$818.18	$81.82	$900.00	∞	$900.00
Seasonal Hire - 7 days per week (per Half field)	$0.00	$954.55	$95.45	$1,050.00	∞	$1,050.00
Mini Field						
Casual Hire - Commercial - Mini Field (per hour) - available only on approved grounds	$25.00	$23.64	$2.36	$26.00	4.00%	$1.00
Casual Hire - Community - Mini Field (per hour) - available only on approved grounds	$18.00	$13.64	$1.36	$15.00	-16.67%	-$3.00
Seasonal Hire – Mini Field (available only on approved grounds)	$350.00	$327.27	$32.73	$360.00	2.86%	$10.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Add-On Costs - Applicable All Sports Fields & Facilities						
Athletics field Line Marking - Hurstville Oval	$335.00	$309.09	$30.91	$340.00	1.49%	$5.00
Sporting Amenities - change room and misc hire						Price on Application
Sporting Amenities - Canteen Hire (per day)	$135.00	$127.27	$12.73	$140.00	3.70%	$5.00
Sports Lighting (per hour) - Synthetic Fields	$20.00	$19.09	$1.91	$21.00	5.00%	$1.00
Sports Lighting (per Hour) - Natural Turf fields	$20.00	$19.09	$1.91	$21.00	5.00%	$1.00
Sports Lighting (per hour) - Netball Courts	$20.00	$19.09	$1.91	$21.00	5.00%	$1.00
Sports Lighting (Seasonal) - Natural Turf fields	$400.00	$374.55	$37.45	$412.00	3.00%	$12.00
Sports Lighting (Seasonal) - Netball Courts	$120.00	$111.82	$11.18	$123.00	2.50%	$3.00
Emergency After-hours Call Out (parks and sporting fields)	$135.00	$127.27	$12.73	$140.00	3.70%	$5.00
Key Charges - Sports Fields						
Initial key issue to sports club						Free
Additional or replacement for broken, damaged or lost Key	$110.00	$109.09	$10.91	$120.00	9.09%	$10.00
Personal Trainers						
Six Month Permit						
6 – 18 persons	$800.00	$750.00	$75.00	$825.00	3.13%	$25.00
1 – 5 persons	$400.00	$377.27	$37.73	$415.00	3.75%	$15.00
Breach of sports ground and facility use						
1st breach	$250.00	$318.18	$31.82	$350.00	40.00%	$100.00
2nd breach	$500.00	$636.36	$63.64	$700.00	40.00%	$200.00
3rd breach	$750.00	$909.09	$90.91	$1,000.00	33.33%	$250.00
Conducting Commercial Operations without a permit	$250.00	$236.36	$23.64	$260.00	4.00%	$10.00
Park Bonds & Access						
The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.						
Access through Parks - Application Fee	$0.00	$227.27	$22.73	$250.00	∞	$250.00
Access through Parks Bond						Price on Application
Temporary park vehicle access	$1,110.00	$1,170.00	$0.00	$1,170.00	5.41%	$60.00
Casual Park Hire - Non Sport (Wedding, Filming, Community)						
Wedding Ceremony and Photography Permit - Includes Park Hire (2hr)	$320.00	$300.00	$30.00	$330.00	3.13%	$10.00
Community Group Event < 50 people (per day)	$190.00	$181.82	$18.18	$200.00	5.26%	$10.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$

Casual Park Hire - Non Sport (Wedding, Filming, Community) [continued]

Community Group Event ≥ 50 people (per day)	Set by Council, dependent on the requirements of the event					
Cancellation fee	$40.00	$37.27	$3.73	$41.00	2.50%	$1.00

Oatley Park Castle

Venue hire weekend and public holidays - Includes Film and Photography Application fee	$635.00	$595.45	$59.55	$655.00	3.15%	$20.00
Venue hire weekday - Includes Film and Photography Application fee	$350.00	$327.27	$32.73	$360.00	2.86%	$10.00

Filming and Photography on Council Property

The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.

Application Fee - Filming and Photography	$88.00	$90.91	$9.09	$100.00	13.64%	$12.00
Assessment Fee - Filming & Photography	Price on Application					
Daily Rental - Filming & Photography <6 cast/crew	Free					
Daily Rental Fee 7 to 25 crew /cast	$275.00	$300.00	$0.00	$300.00	9.09%	$25.00
Daily Rental Fee 26 to 50 crew /cast	$895.00	$930.00	$0.00	$930.00	3.91%	$35.00
Daily Rental Fee >50 crew/cast	$0.00	$1,454.55	$145.45	$1,600.00	∞	$1,600.00
Equipment Storage (per day)	$100.00	$93.64	$9.36	$103.00	3.00%	$3.00
Public Liability	$40.00	$41.00	$0.00	$41.00	2.50%	$1.00

Community Keys

Master Locksmith Access Key (MLAK)	$31.00	$31.82	$3.18	$35.00	12.90%	$4.00
Seniors Centre Locker Key	$44.00	$41.82	$4.18	$46.00	4.55%	$2.00

Community Keys - Leases/Licences

First set	Free					
Replacement & Additional set/s (per additional key)	$110.00	$109.09	$10.91	$120.00	9.09%	$10.00

Community Group - Directional Sign

Fee	$290.00	$272.73	$27.27	$300.00	3.45%	$10.00

Leases/Licenses/Occupation of Council Community Properties Subject to Council's Community Lease & License Policy

All lease, licenses or occupation are subject to Council's Community Lease & License Policy

New/Renewals

Lease/Licence Agreements Administration Fee (includes advertising for Public Notice)	$435.00	$418.18	$41.82	$460.00	5.75%	$25.00
Reimbursement to Council for incurred legal costs	As determined by Council's Solicitor (capped at $6,000)					

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Name	Year 25/26	Year 26/27				
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
New/Renewals [continued]						
Valuation Fee	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant					
Survey Fee	As determined by Council's Surveyor					
Minimum Annual Rent Ground Lease / Community Building	$700.00	$668.18	$66.82	$735.00	5.00%	$34.99
Community Centres & Venues for Hire						
Venue Hire - RNSW Debt recovery Fee	$0.00	$22.73	$2.27	$25.00	∞	$25.00
Venue Hire in excess of seven (7) consecutive days	Price on Application					
Category A - Community Venues						
Hurstville Oval - Blackshaw Gould Community Pavilion Room						
Monday to Friday (per hour)	$65.00	$66.36	$6.64	$73.00	12.31%	$8.00
Weekends (per hour)	$80.00	$80.00	$8.00	$88.00	10.00%	$8.01
Regular Hirer - Monday to Friday (per hour)	$55.00	$56.36	$5.64	$62.00	12.73%	$7.00
Hurstville Senior Citizens Centre						
Monday to Friday (per hour)	$65.00	$66.36	$6.64	$73.00	12.31%	$8.00
Weekends (per hour)	$80.00	$80.00	$8.00	$88.00	10.00%	$8.00
Regular Hirer - Monday to Friday (per hour)	$55.00	$56.36	$5.64	$62.00	12.73%	$7.00
Regular Hirer - Weekends (per hour)	$70.00	$68.18	$6.82	$75.00	7.14%	$5.00
Kingsgrove Community Centre						
Monday to Friday (per hour)	$65.00	$66.36	$6.64	$73.00	12.31%	$8.00
Weekends (per hour)	$80.00	$80.00	$8.00	$88.00	10.00%	$8.00
Regular Hirer - Monday to Friday (per hour)	$55.00	$56.36	$5.64	$62.00	12.73%	$7.00
Mortdale Community Centre						
Monday to Friday (per hour)	$65.00	$66.36	$6.64	$73.00	12.31%	$8.00
Weekends (per hour)	$80.00	$80.00	$8.00	$88.00	10.00%	$8.00
Regular Hirer - Monday to Friday (per hour)	$55.00	$56.36	$5.64	$62.00	12.73%	$7.00
Peakhurst Park Community Centre						
Monday to Friday (per hour)	$0.00	$66.36	$6.64	$73.00	∞	$73.00
Weekends (per hour)	$0.00	$80.00	$8.00	$88.00	∞	$88.00
Regular Hire - Monday to Friday (per hour)	$0.00	$56.36	$5.64	$62.00	∞	$62.00
Category B - Community Venues						
Hurstville Oval - Booth Saunders Pavilion Room						
Monday to Friday (per hour)	$65.00	$59.09	$5.91	$65.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Hurstville Oval - Booth Saunders Pavilion Room [continued]						
Weekends (per hour)	$80.00	$68.18	$6.82	$75.00	-6.25%	-$5.01
Regular Hirer - Monday to Friday (per hour)	$55.00	$50.00	$5.00	$55.00	0.00%	$0.00
Kogarah School of Arts						
Monday to Friday (per hour)	$60.00	$59.09	$5.91	$65.00	8.33%	$5.00
Weekends (per hour)	$70.00	$68.18	$6.82	$75.00	7.14%	$5.00
Regular Hirer - Monday to Friday (per hour)	$51.00	$50.00	$5.00	$55.00	7.84%	$4.00
St George Community Centre						
Monday to Friday (per hour)	$35.00	$40.91	$4.09	$45.00	28.57%	$10.00
Weekends (per hour)	$40.00	$45.45	$4.55	$50.00	25.00%	$10.00
Regular Hirer - Monday to Friday (per hour)	$30.00	$34.55	$3.45	$38.00	26.67%	$8.00
Regular Hirer - Sunday (per hour)	$35.00	$38.18	$3.82	$42.00	20.00%	$7.00
Category C - Community Venues						
Carss Park Life Saving Hall						
Monday to Friday (per hour)	$35.00	$33.18	$3.32	$36.50	4.29%	$1.50
Weekends (per hour)	$40.00	$37.27	$3.73	$41.00	2.50%	$1.00
Regular Hirer - Monday to Friday (per hour)	$30.00	$28.18	$2.82	$31.00	3.33%	$1.00
PJ Ferry Reserve Community Hall						
Monday to Friday (per hour)	$35.00	$32.73	$3.27	$36.00	2.86%	$1.00
Weekends (per hour)	$40.00	$37.27	$3.73	$41.00	2.50%	$1.00
Regular Hirer - Monday to Friday (per hour)	$30.00	$28.18	$2.82	$31.00	3.33%	$1.00
Category D - Community Venues						
Carss Park Straw Bale Shed						
Monday to Friday (per hour)	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
Weekends (Per hour)	$20.00	$18.18	$1.82	$20.00	0.00%	$0.00
Regular Hirer - Monday to Friday (per hour)	$10.00	$9.09	$0.91	$10.00	0.00%	$0.00
Oatley Community Hall						
Monday to Friday (per hour)	$30.00	$28.18	$2.82	$31.00	3.33%	$1.00
Weekends (per hour)	$35.00	$32.73	$3.27	$36.00	2.86%	$1.00
Regular Hirer - Monday to Friday (per hour)	$25.00	$23.64	$2.36	$26.00	4.00%	$1.00
Oatley Community Hall - meeting rooms 1 & 2						
Monday to Friday (per hour)	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Georges River Council Civic Centre						
Banksia Room						
Monday to Friday (per hour)	$18.00	$17.82	$1.78	$19.60	8.89%	$1.60
Weekends (per hour)	$30.00	$28.64	$2.86	$31.50	5.00%	$1.50
Dragon Room						
Monday to Friday (per hour)	$68.00	$64.09	$6.41	$70.50	3.68%	$2.50
Weekends (per hour)	$100.00	$95.45	$9.55	$105.00	5.00%	$5.00
River Room						
Monday to Friday (per hour)	$42.00	$39.55	$3.95	$43.50	3.57%	$1.50
Weekends (per hour)	$70.00	$65.91	$6.59	$72.50	3.57%	$2.50
Waratah Room						
Monday to Friday (per hour)	$36.00	$34.55	$3.45	$38.00	5.56%	$2.00
Weekends (per hour)	$50.00	$47.73	$4.77	$52.50	5.00%	$2.50
Community Centre Waste- Extra Items if Required						
1100L Commercial Waste Bin (Per Bin)	As per Commercial Waste Management Services fee					
240L Commercial Recycling Bin (Per Bin)	As per Commercial Waste Management Services fee					
240L Commercial Waste Bin (Per Bin)	As per Commercial Waste Management Services fee					
Performance Venues for Hire						
Refreshment Bar items - Prices vary						
Civic Theatre						
Monday to Friday (per hour) - includes Technical Officer	$150.00	$145.45	$14.55	$160.00	6.67%	$10.00
Weekends (per hour) - includes Technical Officer	$180.00	$172.73	$17.27	$190.00	5.56%	$10.00
Marana Auditorium						
Fees include 1 x Technical Officer for Marana Auditorium.						
Monday to Friday (per hour, minimum 3 hours)	$290.00	$281.82	$28.18	$310.00	6.90%	$20.00
Weekends (per hour, minimum 3 hours)	$400.00	$386.36	$38.64	$425.00	6.25%	$25.00
Commercial Kitchen Hire (per hour, minimum 3 hours)	$160.00	$150.00	$15.00	$165.00	3.13%	$5.00
Marana Auditorium - Custom Floor Plan Configuration	$180.00	$177.27	$17.73	$195.00	8.33%	$15.00
Marana Auditorium - Refreshment Bar	Free. Operation is at the discretion of the venue.					
	Last year fee Free					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Marana Auditorium and Civic Theatre - Package 1						
Fees include 1 x Technical Officer for Marana Auditorium.						
Monday to Friday (per hour, minimum 3 hours)	$430.00	$427.27	$42.73	$470.00	9.30%	$40.00
Weekends (per hour, minimum 3 hours)	$570.00	$531.82	$53.18	$585.00	2.63%	$15.00
Additional audio visual equipment	Price on request					
Marana Auditorium and Hurstville Senior Citizens Centre - Package 2						
Fees include 1 x Technical Officer for Marana Auditorium.						
Monday to Friday (per hour, minimum 3 hours)	$335.00	$331.82	$33.18	$365.00	8.96%	$30.00
Weekends (per hour, minimum 3 hours)	$455.00	$445.45	$44.55	$490.00	7.69%	$35.00
Marana Auditorium, Civic Theatre and Hurstville Senior Citizens Centre - Package 3						
Fees include 1 x Technical Officer for Marana Auditorium.						
Monday to Friday (per hour, minimum 3 hours)	$510.00	$454.55	$45.45	$500.00	-1.96%	-$10.00
Weekends (per hour, minimum 3 hours)	$650.00	$563.64	$56.36	$620.00	-4.62%	-$30.00
Public Holiday surcharge						
Surcharge for venue hire bookings on a Public Holiday	* 25% Public holiday surcharge on top of the hourly rate (Performance Venues, Community Centres and Halls for Hire)					
	Last year fee * 25% Public holiday surcharge on top of the hourly rate (Community Centres and Halls for Hire) * 15% Public holiday surcharge on top of the hourly rate (Marana Auditorium and Civic Theatre performance venues)					
Additional charges						
Catering	Drinks and catering packages available upon request					
Cleaning in excess of normal cleaning after a function (per hour, minimum 2 hours)	$145.00	$136.36	$13.64	$150.00	3.45%	$5.00
Flipchart/whiteboard (charge per item)	$25.00	$20.00	$2.00	$22.00	-12.00%	-$3.00
Portable urn (per day)	$47.00	$42.73	$4.27	$47.00	0.00%	$0.00
Tables - Banquet Rounds	$0.00	$11.82	$1.18	$13.00	∞	$13.00
Tablecloth - Black (Marana only), per item	$0.00	$14.09	$1.41	$15.50	∞	$15.50
Tablecloths - White (per item)	$15.00	$14.09	$1.41	$15.50	3.33%	$0.50
Breach of terms and conditions (per breach)	$150.00	$140.91	$14.09	$155.00	3.33%	$5.00
Venue Staffing						
Per Hour Fees: are subject to overtime and penalty rates where applicable						
Fly Person (per hour, minimum 4 hours)	$71.00	$66.82	$6.68	$73.50	3.52%	$2.50

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Venue Staffing [continued]						
Follow Spot Operator (per hour, minimum 4 hours)	$0.00	$72.73	$7.27	$80.00	∞	$80.00
Security guard (per hour - minimum 4 hours)						Price on Request
Price on application.						
Technical Production Officer (per hour, minimum 4 hours)	$71.00	$72.73	$7.27	$80.00	12.68%	$9.00
Venue Services Officer (per hour, minimum 4 hours)	$71.00	$66.82	$6.68	$73.50	3.52%	$2.50
Ushers (per hour, minimum 4 hours)	$0.00	$63.64	$6.36	$70.00	∞	$70.00
Staging and Equipment						
Packages						
Live Music Event Package - Civic Theatre (per day)	$0.00	$250.00	$25.00	$275.00	∞	$275.00
Live Music Event Package - Marana Auditorium (per day)	$0.00	$300.00	$30.00	$330.00	∞	$330.00
Corporate Event Package (per day)	$0.00	$350.00	$35.00	$385.00	∞	$385.00
Includes: 2 x Radio Microphones, 2 x Corded Microphones, Lectern, Projector, and Whiteboard						
Dance Package incl Moving Lights (1st day of Hire)	$0.00	$1,300.00	$130.00	$1,430.00	∞	$1,430.00
Includes Vinyl dance floor, 8 x moving lights, custom floorplan, projector, choice of backdrop						
Dance Package with Moving Lights (subsequent days)	$0.00	$950.00	$95.00	$1,045.00	∞	$1,045.00
Vinyl Dance floor (Tarkett) 1st day or hire	$0.00	$531.82	$53.18	$585.00	∞	$585.00
Includes installation and removal						
Vinyl Dance Floor (Tarkett) - subsequent days	$150.00	$136.36	$13.64	$150.00	0.00%	$0.00
Staging & Equipment						
Boundary Microphone	$0.00	$27.27	$2.73	$30.00	∞	$30.00
Condenser Microphones (Set of 2)	$97.00	$36.36	$3.64	$40.00	-58.76%	-$57.00
Condensor Microphone (set of 3)	$150.00	$68.18	$6.82	$75.00	-50.00%	-$75.00
Dynamic microphone - SM57 or SM58	$29.00	$13.64	$1.36	$15.00	-48.28%	-$14.00
Lapel Microphone	$105.00	$72.73	$7.27	$80.00	-23.81%	-$25.00
Radio Microphone (per item)	$105.00	$72.73	$7.27	$80.00	-23.81%	-$25.00
Portable Data Projector	$78.00	$68.18	$6.82	$75.00	-3.85%	-$3.00
Drapes (1 set, maximum 4 sets) per set	$77.00	$63.64	$6.36	$70.00	-9.09%	-$7.00
Equipment storage fee (per day)	$67.00	$62.73	$6.27	$69.00	2.99%	$2.00
Foldback Wedges (per unit)	$0.00	$18.18	$1.82	$20.00	∞	$20.00
Follow Spot Light	$0.00	$45.45	$4.55	$50.00	∞	$50.00
Haze machine	$135.00	$90.91	$9.09	$100.00	-25.93%	-$35.00
Moving Lights - per unit	$1,090.00	$90.91	$9.09	$100.00	-90.83%	-$990.00
Partitions (per unit)	$0.00	$45.45	$4.55	$50.00	∞	$50.00
Presenter/Laser Pointer	$0.00	$13.64	$1.36	$15.00	∞	$15.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Staging & Equipment *[continued]*						
Par 64 Lighting (per unit)	$0.00	$45.45	$4.55	$50.00	∞	$50.00
Includes hooks, clamps, wire						
Piano Hire or Removal (includes tuning)	$295.00	$272.73	$27.27	$300.00	1.69%	$5.00
Portable Audio System	$89.00	$72.73	$7.27	$80.00	-10.11%	-$9.00
subject to availability, including 1x corded microphone						
Portable Projector screen	$48.00	$22.73	$2.27	$25.00	-47.92%	-$23.00
Speaker	$0.00	$45.45	$4.55	$50.00	∞	$50.00
Other Staging & Equipment						
All other staging and equipment						Price on request

Events, programs, performances, shows, cinemas and activities

Street Performance/Busking Permit - (max 12 performances per annum)	$18.00	$60.00	$0.00	$60.00	233.33%	$42.00
Ticketing and/or booking fees for Council run events, performances, shows, cinemas and activities	Ticketing and/or booking fees for Council run or supported events, programs, performances, shows, cinemas and activities $0.00 - $100.00 (ex. GST)					

Advertising and Promotional Banners

In order to utilise Council infrastructure, entities will be required to produce their own public liability insurance as part of the application process

Charges are per day (unless stated otherwise), or at Council's discretion

Application	$145.00	$136.36	$13.64	$150.00	3.45%	$5.00
Any flagpole/Banner Poles – Users From LGA	$10.60	$11.00	$0.00	$11.00	3.77%	$0.40
Flagpole/Banner Pole Todd Park (Princes Hwy)	$14.80	$15.40	$0.00	$15.40	4.05%	$0.60
Banner Pole (Cox Reserve Carwar Ave/Princes Hwy)	$14.80	$15.40	$0.00	$15.40	4.05%	$0.60
Banner Pole (Claydon Reserve)	$14.80	$15.40	$0.00	$15.40	4.05%	$0.60
Banner Pole (Arrowsmith Reserve)	$14.80	$15.40	$0.00	$15.40	4.05%	$0.60
Corporate Users (at Council's discretion)	$19.60	$20.50	$0.00	$20.50	4.59%	$0.90
Rental/Use of Space (maximum fee payable per day)	$690.00	$650.00	$65.00	$715.00	3.62%	$25.00
Hiring Fee per Promotional Banner (per week)	$90.50	$93.22	$0.00	$93.22	3.01%	$2.72
Banner Design and Manufacture						At Cost
Installation Fee (per banner)	$51.00	$52.53	$0.00	$52.53	3.00%	$1.53
Dismantling Fee (per banner)	$51.00	$52.53	$0.00	$52.53	3.00%	$1.53

Georges River Libraries

Lost and damaged items

Replacement library card (per card)	$7.00	$7.00	$0.00	$7.00	0.00%	$0.00
Lost or damaged collection items						Replacement cost of item

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Lost and damaged items [continued]						
Processing fee for lost or damaged collection items (per item)	$22.00	$22.00	$0.00	$22.00	0.00%	$0.00
Cleaning fee for collection items returned dirty (per item)	$22.00	$22.00	$0.00	$22.00	0.00%	$0.00
Replacement fee for damaged packaging (per item)	$13.50	$13.50	$0.00	$13.50	0.00%	$0.00
Administration fee for debt referral	$0.00	$22.00	$0.00	$22.00	∞	$22.00
Inter-library loans						
Item loaned from another public library in Sydney (per item)	$7.50	$6.82	$0.68	$7.50	0.00%	$0.00
Item loaned from a university or public library outside Sydney (per item)						At cost
Lost or damaged items loaned from another library						Replacement cost of item
Processing fee for lost or damaged inter-library loan items (per item)	$22.00	$22.00	$0.00	$22.00	0.00%	$0.00
Research fee						
Research fee (per hour, first half hour free)	$145.00	$136.36	$13.64	$150.00	3.45%	$5.00
Reproduction of photographs						
Service fee for reproduction of photographs (per order)	$35.00	$31.82	$3.18	$35.00	0.00%	$0.00
Photograph licence fee (per image)	$26.50	$25.45	$2.55	$28.00	5.66%	$1.50
Library delivery or collection fee						
Delivery or collection fee (up to 20 items)	$22.00	$23.00	$0.00	$23.00	4.55%	$1.00
Delivery or collection fee (more than 20 items or up to 5 bulky items)	$32.50	$33.50	$0.00	$33.50	3.08%	$1.00
Photocopying, printing and scanning						
Services performed at Library						
A4 black and white (per page)	$0.40	$0.36	$0.04	$0.40	0.00%	$0.00
A3 black and white (per page)	$0.70	$0.64	$0.06	$0.70	0.00%	$0.00
A4 colour (per page)	$0.80	$0.77	$0.08	$0.85	6.25%	$0.05
A3 colour (per page)	$1.40	$1.36	$0.14	$1.50	7.14%	$0.10
A4 colour scan (per page)	$0.10	$0.09	$0.01	$0.10	0.00%	$0.00
Items for sale						
USB flash drive (16GB)	$6.50	$6.36	$0.64	$7.00	7.69%	$0.50
Library book sale items						Price marked on item
Library programs, events, classes and workshops						
Basic	$8.50	$8.18	$0.82	$9.00	5.88%	$0.50
Intermediate	$12.50	$11.82	$1.18	$13.00	4.00%	$0.50

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Library programs, events, classes and workshops [continued]						
Advanced	$27.50	$25.91	$2.59	$28.50	3.64%	$1.00
Special events						Varies depending on cost
Library outreach programs delivered off site (per hour)	$81.50	$76.36	$7.64	$84.00	3.07%	$2.50
Custom made programs (per hour)	$81.50	$76.36	$7.64	$84.00	3.07%	$2.50
Hire fee for library rooms						
Hurstville Library Miles Franklin Meeting Room (per hour)	$28.50	$27.27	$2.73	$30.00	5.26%	$1.50
Hurstville Library Grevillea Room (per hour)	$8.50	$8.18	$0.82	$9.00	5.88%	$0.50
Clive James Library Kogarah Activities Room (per hour)	$28.50	$22.73	$2.27	$25.00	-12.28%	-$3.50
Oatley Library Hall (per hour)	$28.50	$22.73	$2.27	$25.00	-12.28%	-$3.50
South Hustville Meeting Room (per hour)	$21.50	$13.64	$1.36	$15.00	-30.23%	-$6.50
Audio visual equipment including laptop, projector (per hour)	$17.00	$15.45	$1.55	$17.00	0.00%	$0.00
Hurstville Library Media Lab and Sound Booth						
Media Lab and Sound Booth equipment packs available for in-house hire include: Electric Guitar Pack, Electronic Drum Pack, Percussion Pack, DJ Pack, Vocal Microphone Pack, Studio Recording Pack, Electronic Music Pack, Podcast Pack, Photography Pack, Vox Pop Pack, Film Maker Pack, Field Recording Pack						
Hire of Media Lab (non-commercial use per hour)	$30.00	$28.18	$2.82	$31.00	3.33%	$1.00
Hire of Media Lab (non-commercial use half-day rate - 4 hours)	$93.00	$87.27	$8.73	$96.00	3.23%	$3.00
Hire of Media Lab (non-commercial use full-day rate - 8 hours)	$190.00	$178.18	$17.82	$196.00	3.16%	$6.00
Hire of Media Lab (commercial use per hour)	$90.00	$84.55	$8.45	$93.00	3.33%	$3.00
Hire of Media Lab (commercial use half-day rate - 4 hours)	$280.00	$263.64	$26.36	$290.00	3.57%	$10.00
Hire of Media Lab (commercial use full-day rate - 8 hours)	$560.00	$527.27	$52.73	$580.00	3.57%	$20.00
Hire of Sound Booth (non-commercial use per hour)	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
Hire of Sound Booth (non-commercial use half-day rate - 4 hours)	$46.35	$40.91	$4.09	$45.00	-2.91%	-$1.35
Hire of Sound Booth (non-commercial use full-day rate - 8 hours)	$93.00	$81.82	$8.18	$90.00	-3.23%	-$3.00
Hire of Sound Booth (commercial use per hour)	$45.00	$41.82	$4.18	$46.00	2.22%	$1.00
Hire of Sound Booth (commercial use half-day rate - 4 hours)	$140.00	$131.82	$13.18	$145.00	3.57%	$5.00
Hire of Sound Booth (commercial use full-day rate - 8 hours)	$280.00	$263.64	$26.36	$290.00	3.57%	$10.00
Hire of Media Lab or Sound Booth equipment pack for non-commercial use in-house (per pack, per hour)	$10.00	$9.09	$0.91	$10.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Hurstville Library Media Lab and Sound Booth [continued]						
Hire of Media Lab or Sound Booth equipment pack for commercial use in-house (per pack, per hour)	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
Hire fee for library exhibition venues for functions or programs						
Hire of Clive James Library Kogarah Exhibition Space (per hour)	$87.00	$81.82	$8.18	$90.00	3.45%	$3.00
Hire of Hurstville Library Exhibition Space (per hour)	$87.00	$81.82	$8.18	$90.00	3.45%	$3.00
After hours function including two council staff (per hour)	$145.00	$136.36	$13.64	$150.00	3.45%	$5.00
Audio visual equipment including laptop, projector, PA, microphone (per hour)	$17.60	$16.36	$1.64	$18.00	2.27%	$0.40
Hire of kitchen at Clive James Library Kogarah (per hour)	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
Cancellation fee	$54.50	$45.45	$4.55	$50.00	-8.26%	-$4.50
Memorial Plaques						
Memorial plaque (per plaque)	$0.00	$272.73	$27.27	$300.00	∞	$300.00
To make and install an approved memorial plaque on an existing Council public bench.						
Hurstville Museum & Gallery						
Easel hire (per easel)	$10.30	$9.55	$0.95	$10.50	1.94%	$0.20
Museum on the Move – travelling education kits (per kit)	$68.00	$63.63	$6.36	$70.00	2.94%	$2.00
Reminiscing Therapy kits (per kit)	$68.00	$63.63	$6.36	$70.00	2.94%	$2.00
Commission on sale of artworks						20% of sale price
Book and merchandise sales						Price marked on item
Materials kit for events and classes						Price marked on item
Organised tours						
Organised tour (up to 10 people)	$0.00	$50.00	$5.00	$55.00	∞	$55.00
Additional tour member (per person)	$0.00	$5.00	$0.50	$5.50	∞	$5.50
Tea or coffee (per person)	$0.00	$2.27	$0.23	$2.50	∞	$2.50
Education programs						
High school education programs				$7.00 per person (minimum charge $70.00)		
				Last year fee $6.80 per person (minimum charge $68.00)		
Primary school education programs				$7.00 per person (minimum charge $70.00)		
				Last year fee $6.80 per person (minimum charge $68.00)		
Preschool / day care education programs				$7.00 per person (minimum charge $70.00)		
				Last year fee $6.80 per person (minimum charge $68.00)		
Professional services fee (per hour)	$145.00	$136.36	$13.64	$150.00	3.45%	$5.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Community Programs Events, Classes & Workshops - Museum & Gallery						
Basic	$8.50	$8.18	$0.82	$9.00	5.88%	$0.50
Intermediate	$12.50	$11.82	$1.18	$13.00	4.00%	$0.50
Advanced	$27.50	$25.91	$2.59	$28.50	3.64%	$1.00
Special events					Varies depending on cost	
Custom made programs (per hour)	$81.50	$76.36	$7.64	$84.00	3.07%	$2.50
Georges River Art Prize						
Hardware for hanging frames - D rings	$2.10	$2.27	$0.23	$2.50	19.05%	$0.40
Entry fee for people aged 18 years and over (per artwork)	$50.00	$45.45	$4.55	$50.00	0.00%	$0.00
Entry fee for people aged under 18 years (per artwork)	$20.00	$18.18	$1.82	$20.00	0.00%	$0.00
Hiring fee for exhibition venues for functions or programs						
Hire of Main Gallery (per hour)	$87.00	$81.82	$8.18	$90.00	3.45%	$3.00
Dragon's Lair Gallery						
Frame Hire (per frame)	$5.50	$5.00	$0.50	$5.50	0.00%	$0.00
Frame repair or replacement	$260.00	$245.45	$24.55	$270.00	3.85%	$10.00
Exhibition of artwork - commercial rate if selling artwork (per week)	$76.00	$70.91	$7.09	$78.00	2.63%	$2.00
Exhibition of artwork - non-commercial rate if not selling artwork (per week)	$43.50	$40.91	$4.09	$45.00	3.45%	$1.50
Hire of Beverly Hills Creative Studio						
Single day hire of Beverly Hills Creative Studio (non-commercial use, weekday rate)	$30.00	$27.27	$2.73	$30.00	0.00%	$0.00
Single day hire of Beverly Hills Creative Studio (non-commercial use, weekend rate)	$40.00	$36.36	$3.64	$40.00	0.00%	$0.00
Single day hire of Beverly Hills Creative Studio (commercial use, weekday rate)	$60.00	$54.55	$5.45	$60.00	0.00%	$0.00
Single day hire of Beverly Hills Creative Studio (commercial use, weekend rate)	$80.00	$72.73	$7.27	$80.00	0.00%	$0.00
Cleaning fee	$155.00	$145.45	$14.55	$160.00	3.23%	$5.00
Travelling exhibitions						
Loan of item from Hurstville Museum & Gallery collection (per item up to three months)	$0.00	$90.91	$9.09	$100.00	∞	$100.00
Loan of exhibition (multiple items and materials for up to three months)	$2,580.00	$2,427.27	$242.73	$2,670.00	3.49%	$90.00
A curated exhibition of multiple items						
Staff travel expenses for installation						At cost
Delivery or freight costs						At cost

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Event Management						
Event Application Fee (Non - refundable)	$60.00	$56.36	$5.64	$62.00	3.33%	$2.00
Street stall fee at Council events						
Site Fee only (3m x 3m) for large corporations and financial institutions	$2,500.00	$2,272.73	$227.27	$2,500.00	0.00%	$0.00
Site Fee only (3m x 3m)	$270.00	$263.64	$26.36	$290.00	7.41%	$20.00
Site Fee only (6m x 3m)	$520.00	$484.55	$48.45	$533.00	2.50%	$13.00
Site fee discounted for Small Local Businesses within LGA	$200.00	$187.27	$18.73	$206.00	3.00%	$6.00
Site fee discounted for Non-Profit and Community Groups within LGA	$135.00	$122.73	$12.27	$135.00	0.00%	$0.00
Extra Event Management Provisions						
Power (per 10amps, available on request)	$135.00	$127.27	$12.73	$140.00	3.70%	$5.00
Use of Public Spaces						
The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management. Conditions • Organisations can apply for a maximum of 12 occasions in a Calendar year but not more than one occasion per month • Not for Profit Organisations seeking a further reduction in fees, refer to guidelines in accordance with the Grants and Donations Policy and/or Sponsorship Policy • Commercial organisations that conduct Street Stall activities on behalf of not for profit organisations are not eligible for a 50% reduction on the Street Stall fee						
Application	$205.00	$195.45	$19.55	$215.00	4.88%	$10.00
Application discounted fee for Local Businesses within LGA	$150.00	$140.91	$14.09	$155.00	3.33%	$5.00
Application discounted fee for Non-Profit and Community Groups within LGA	$98.00	$90.91	$9.09	$100.00	2.04%	$2.00
Rental/Use of Space (maximum fee payable per event per day)	$1,780.00	$1,672.73	$167.27	$1,840.00	3.37%	$60.00
Street Stall Fee (per day)	$120.00	$113.64	$11.36	$125.00	4.17%	$5.00
Street Stall discounted fee for Non-Profit and Community Groups within LGA (per day)	$57.00	$53.64	$5.36	$59.00	3.51%	$2.00
Commercial Activities on designated Council footways, public plazas, or squares						
Per hour (minimum two hours)	$125.00	$118.18	$11.82	$130.00	4.00%	$5.00
Per day	$490.00	$459.09	$45.91	$505.00	3.06%	$15.00
Independent Festivals or Events in Parks and Town Centres						
Note: • Additional charges will apply for any Street Stall activities that require temporary food inspections, access to water, electricity, Council waste services or road closures • Street Stalls or events in Council's Parks and Reserves or stalls associated with Council festivals and events are considered separately under Event Management						
Breach of Event Permit conditions - First offence	$0.00	$227.27	$22.73	$250.00	∞	$250.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Independent Festivals or Events in Parks and Town Centres [continued]						
Breach of Event Permit conditions - Second offence	$0.00	$454.55	$45.45	$500.00	∞	$500.00
Council event staff (per hour, minimum 4 hours)	$0.00	$72.73	$7.27	$80.00	∞	$80.00
Daily Rental Fee (Commercial)	$850.00	$795.45	$79.55	$875.00	2.94%	$24.99
Daily Rental Fee (Non-Profit and Community Organisations)	$570.00	$536.36	$53.64	$590.00	3.51%	$20.00
Toilet Cleaning Fee	$490.00	$459.09	$45.91	$505.00	3.06%	$15.00
Electricity and Water Fee	$195.00	$186.36	$18.64	$205.00	5.13%	$10.00
Waste Removal						Price on request
Child Care Fees						
CCL033A-24- Previous Ocean Street Kindergarten families	$121.00	$121.00	$0.00	$121.00	0.00%	$0.00
Oatley West Early Learning Centre – from 1 July 2025	$148.00	$158.00	$0.00	$158.00	6.76%	$10.00
Carss Park Narani Long Day Care – from 1 July 2025	$139.50	$148.00	$0.00	$148.00	6.09%	$8.50
Penshurst Long Day Care – from 1 July 2025	$139.50	$148.00	$0.00	$148.00	6.09%	$8.50
Jack High Long Day Care – from 1 July 2025	$139.50	$148.00	$0.00	$148.00	6.09%	$8.50
South Hurstville Kindergarten - From 1 July 2025 (not declaring Start Strong Fee Relief)	$57.00	$59.00	$0.00	$59.00	3.51%	$2.00
South Hurstville Kindergarten Equity Fee	$20.00	$20.00	$0.00	$20.00	0.00%	$0.00
South Hurstville Kindergarten -2 Day Enrolment (with signed Start Strong Fee Relief Declaration Form nominating SHK) - per week	$11.10	$31.05	$0.00	$31.05	179.73%	$19.95
This is subject to change based on Start Strong funding allocations South Hurstville Preschool fees for children aged at least 3 years on or before 31 July of year enrolled						
South Hurstville Kindergarten -3 Day Enrolment (with signed Start Strong Fee Relief Declaration Form nominating SHK) -per week	$68.10	$90.05	$0.00	$90.05	32.23%	$21.95
This is subject to change based on Start Strong funding allocations South Hurstville Preschool fees for children aged at least 3 years on or before 31 July of year enrolled						
South Hurstville Kindergarten After School Care	$10.00	$10.00	$0.00	$10.00	0.00%	$0.00
Child Care - Other Charges						
The principal bond amount is not subject to indexation when refunded. Any interest accrued is used to offset the administrative expenses associated with the bond issuance and management.						
Excursion fee (per child)	$25.00	$25.00	$0.00	$25.00	0.00%	$0.00
South Hurstville Kindergarten - Event program fee (per term)	$20.00	$20.00	$0.00	$20.00	0.00%	$0.00
Childcare Waiting List Registration Fee (non-refundable)	$34.00	$30.91	$3.09	$34.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Child Care - Other Charges [continued]						
Enrolment: Two weeks fees in advance to be paid prior to commencement of school year or on acceptance of placement (to be held as refundable bond per child)	2 weeks of fees (pro rata based on number of enrolled days)					
Late pickup fee	$50.00 for the first 10 minutes or part thereof, plus $20.00 per subsequent 5 minutes					
Late payment of fees (per week)	$30.00	$30.00	$0.00	$30.00	0.00%	$0.00
Direct Debit Dishonour Fee (charged per family per transaction)	$30.00	$30.00	$0.00	$30.00	0.00%	$0.00
Enrolment Cancellation	2 weeks notice. Note : Enrolment cancellation in Term 4 at South Hurstville Kindergarten – full term fees must be paid. Enrolment cancellations received prior to commencement of attendance - $200 cancellation fee.					
Children's Hat	$20.00	$18.18	$1.82	$20.00	0.00%	$0.00
Wet Bags	$10.00	$9.09	$0.91	$10.00	0.00%	$0.00
Policy, planning or other documents						
Not for Profit Community Groups (each)	$42.50	$44.00	$0.00	$44.00	3.53%	$1.50
Other (each)	$70.00	$72.50	$0.00	$72.50	3.57%	$2.50
Corporate						
Map Production						
Council Plans						
First Hour (minimum 1 Hour)	$145.00	$150.00	$0.00	$150.00	3.45%	$5.00
Per 30 Minutes or part thereof after first hour	$37.50	$39.00	$0.00	$39.00	4.00%	$1.50
Electronic Media Output						
USB or Digital Image	$27.50	$28.50	$0.00	$28.50	3.64%	$1.00
Legal Proceedings						
Reimbursement of Staff In Private Court Actions						
General Manager (per day)	$735.00	$735.00	$0.00	$735.00	0.00%	$0.00
Directors (per day)	$615.00	$615.00	$0.00	$615.00	0.00%	$0.00
Managers (per day)	$490.00	$490.00	$0.00	$490.00	0.00%	$0.00
Any other staff (per day)	$370.00	$370.00	$0.00	$370.00	0.00%	$0.00
Solicitor	$250 - $350, depending on experience level					
Costs in Legal Proceedings						
In-House General Counsel (per hour)	$425.00	$425.00	$0.00	$425.00	0.00%	$0.00
In-House Senior Solicitor (per hour)	$350.00	$350.00	$0.00	$350.00	0.00%	$0.00
In-House Solicitor (per hour)	$275.00	$275.00	$0.00	$275.00	0.00%	$0.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Costs in Legal Proceedings [continued]						
In-House Internal Paralegal/Legal Officer (per hour)	$200.00	$200.00	$0.00	$200.00	0.00%	$0.00
In-House Legal Administrative/Support Officer (per hour)	$85.00	$85.00	$0.00	$85.00	0.00%	$0.00
Council Officer/ Internal Expert (per hour)	$350.00	$350.00	$0.00	$350.00	0.00%	$0.00
External Legal Fees (as incurred)						As incurred
External Expert (as incurred)						As incurred
Subpoenas						
Conduct Money – deposit payable on application	$42.50	$44.00	$0.00	$44.00	3.53%	$1.50
First Hour or part there of	$43.50	$45.00	$0.00	$45.00	3.45%	$1.50
Per hour or part thereof after First Hour	$43.50	$45.00	$0.00	$45.00	3.45%	$1.50
Cost of Council Officer to attend as Witness and for Court Appearances (per person and per hour) including travelling time	$220.00	$230.00	$0.00	$230.00	4.55%	$10.00
Council Documents						
Minutes/Agendas Mailing List (per year)	$795.00	$820.00	$0.00	$820.00	3.14%	$25.00
Audio tape/CD of meetings (per tape / CD per meeting)	$3.10	$3.20	$0.00	$3.20	3.23%	$0.10
Government Information Public Access (GIPA)						
Nature of Application						
(a) Access to records by natural person about their personal information						
Processing Charge after first 20 hours	$30.00 per hour after first 20 hours. Subject to a 50% reduction if the applicant can provide evidence demonstrating any of the following: • they are the holder of a Pensioner Concession Card issued by the Commonwealth that is currently in force; • they are a full-time student; • they are a non-profit organisation, including a person applying for or on behalf of a non-profit organisation. And/or • the information applied for is of special benefit to the public generally.					
	Last year fee $30.00 per hour after first 20 hours. Subject to a 50% reduction for financial hardship, non-profit organisations showing financial hardship and holders of pensioner health benefits card and full-time students. Reduction may apply for public interest reasons.					
(b) All other GIPA Applications						
Application Fee	$30.00					

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
(b) All other GIPA Applications [continued]						
Processing Charge after first hour (per hour)				$30.00. Subject to a 50% reduction if the applicant can provide evidence demonstrating any of the following: • they are the holder of a Pensioner Concession Card issued by the Commonwealth that is currently in force; • they are a full-time student; • they are a non-profit organisation, including a person applying for or on behalf of a non-profit organisation. And/or • the information applied for is of special benefit to the public generally.		
				Last year fee $30.00. Subject to a 50% reduction for financial hardship, non-profit organisations showing financial hardship and holders of pensioner health benefits card and full-time students. Reduction may apply for public interest reasons.		
Internal review						
Application Fee				$40.00. No fee is payable if the review is for a decision of a deemed refusal due to application not decided within time.		
Credit Card service fee						
American Express						
Fee				1.40% of total transaction value		
Visa/MasterCard						
Fee				0.45 % of total transaction value.		
Accrual of Interest on Rates & Charges						
Interest rate				The maximum rate set by the Minister for Local Government, calculated on a daily basis		
Charges on Other Carriers						
Underground gas, water and sewer mains and pipes				Annual levy based on a formula that includes the length of pipes and volume		
Postboxes/mail collection points on road reserve				As per agreement with Australia Post		
Rate Enquiry & Processing						
Rates Enquiry Fee - including written replies (per hour, per officer (minimum 1 hour, followed by 15 min increments)	$65.00	$67.00	$0.00	$67.00	3.08%	$2.00
Rates Enquiry Search	$150.00	$155.00	$0.00	$155.00	3.33%	$5.00
Rate Notice Amended (per notice)	$41.50	$30.00	$0.00	$30.00	-27.71%	-$11.50
Rate Notice Re-print (prior years, per notice)	$41.50	$30.00	$0.00	$30.00	-27.71%	-$11.50
Section 603 Certificate	$100.00	$100.00	$0.00	$100.00	0.00%	$0.00
Section 603 Certificate – urgency fee - 72 Hour Response	$81.50	$84.00	$0.00	$84.00	3.07%	$2.50
Section 603 Certificate Copy/Reissue (where certificate has been issued more than 30 days prior)	$48.50	$50.00	$0.00	$50.00	3.09%	$1.50

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Rate Enquiry & Processing [continued]						
Section 603 Certificate Cancellation Fee (if not already issued)	$48.50	$50.00	$0.00	$50.00	3.09%	$1.50
Aggregation Of Land Values For Rating Purposes - Per Title	$320.00	$330.00	$0.00	$330.00	3.13%	$10.00
Rates Balance Confirmation Letter	$65.00	$67.00	$0.00	$67.00	3.08%	$2.00
Refund Administration Fee (excludes pensioners)	$48.50	$50.00	$0.00	$50.00	3.09%	$1.50
Itemised Statement of Rate Account (per property / per financial year)	$65.00	$67.00	$0.00	$67.00	3.08%	$2.00
Urgency Fee -Rates Confirmation Letters And Itemised Statements – 72 Hour Response	$81.50	$84.00	$0.00	$84.00	3.07%	$2.50
Rates Payment Processing - Over 10 rates accounts (per rates account)	$4.90	$5.10	$0.00	$5.10	4.08%	$0.20
Unpaid Sundry Debtor Accounts						
Reminder Notice Fee for unpaid accounts	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
Interest charges for unpaid accounts	The rate set by the Minister for Local Government, calculated on a daily basis					
Dishonoured Cheque						
Fee	$87.00	$90.00	$0.00	$90.00	3.45%	$3.00
Dishonoured Direct Debit - Manual Application						
Fee (Waived for first occurrence and pensioner accounts)	$59.00	$50.00	$0.00	$50.00	-15.25%	-$9.00
Dishonoured Direct Debit - Digital self-service portal						
Fee	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
Debt Collection						
Debt Recovery Costs	Full cost recovery					
Overdue fee if the matter is referred to a collection agency	Full cost recovery					
Legal costs incurred in recovering monies owed to Council will be recovered from the debtor on a full cost recovery basis where possible.	Full cost recovery					
Information Research Fee						
Fee	$76.00	$78.50	$0.00	$78.50	3.29%	$2.50
Stormwater Management Service Charge						
Residential (per rateable property)	$25.00	$25.00	$0.00	$25.00	0.00%	$0.00
Residential Strata (per rateable property)	$12.50	$12.50	$0.00	$12.50	0.00%	$0.00
Business – Non Strata	$25.00 per 350 square metres of land area, or part thereof to a maximum of $1,500 per rateable property					

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase $
Stormwater Management Service Charge [continued]						
Business – Strata Lot	$5.00	$5.00	$0.00	$5.00	0.00%	$0.00
$25.00 per 350 square metres (or part thereof) of land area that would apply to the land subject to the strata scheme divided on a pro-rata basis between the lots, not less than $5.00 for any individual lot						
Leases/Licences/Easements of Council Property and Statutory Property Matters Including Formal Road Closures						
New Agreements						
Commercial Agreements	Incurred cost or at market value as determined by registered valuer or property consultant					
Administration Fee	$430.00	$400.00	$40.00	$440.00	2.33%	$10.00
Reimbursement of Council's Legal Fees	Incurred cost or at market value as determined by solicitor or property consultant					
Valuation Fee	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant					
Survey Fee	Incurred cost or at market value as determined by registered surveyor or property consultant					
Owners Consent	$100.00	$103.00	$0.00	$103.00	3.00%	$3.00
Road closures (permanent) fees as determined by relevant authority and statutory provisions – at cost	Incurred statutory costs and at Market Value - As determined by registered valuer, surveyor, solicitor or Council Property Consultant.					
Renewals (including Options) or Assignments						
Administration Fee	$215.00	$204.55	$20.45	$225.00	4.65%	$10.00
Reimbursement to Council for incurred legal costs	As determined by Council's solicitor or property consultant					
Valuation Fee	Incurred cost or at Market Value- As determined by registered valuer, solicitor or Council property consultant					
Survey Fee	Incurred cost or at Market Value- As determined by registered surveyor or Council property consultant					
Ground Anchors affecting Council Land						
Fee to Install Ground Anchor - per anchor	$2,300.00	$2,370.00	$0.00	$2,370.00	3.04%	$70.00
Permit to install Ground Anchors on Council Land – Administration and Assessment Fee	$435.00	$450.00	$0.00	$450.00	3.45%	$15.00
Car parking						
The car parking fees listed below state the maximum amounts that will be charged at each site. Council has the discretion to reduce these fees from the stated amounts if required.						
Kogarah Town Square - Derby Street						
0 – ½ hour						Free
½ hour -1 hour	$2.40	$2.73	$0.27	$3.00	25.00%	$0.60
1 - 2 hours	$4.40	$4.55	$0.45	$5.00	13.64%	$0.60
2 - 3 hours	$6.60	$6.36	$0.64	$7.00	6.06%	$0.40
3 - 4 hours	$10.40	$10.91	$1.09	$12.00	15.38%	$1.60
4 + hours (Max Daily)	$28.00	$26.36	$2.64	$29.00	3.57%	$1.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Kogarah Town Square - Derby Street [continued]						
Overnight Flat Rate	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
From midnight						
LOST TICKET	$28.00	$26.36	$2.64	$29.00	3.57%	$1.00
Access Controlled Parking – Greenbank Street						
0 – ½ hour						Free
½ hour - 1 hour	$2.40	$2.73	$0.27	$3.00	25.00%	$0.60
1 - 2 hours	$4.40	$4.55	$0.45	$5.00	13.64%	$0.60
2 - 3 hours	$6.60	$6.36	$0.64	$7.00	6.06%	$0.40
3 - 4 hours	$10.40	$10.91	$1.09	$12.00	15.38%	$1.60
4 + hours (Max Daily)	$16.60	$15.45	$1.55	$17.00	2.41%	$0.40
Overnight Flat Rate	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
From midnight						
LOST TICKET	$28.00	$15.45	$1.55	$17.00	-39.29%	-$11.00
Permanent Parking (per week)	$72.00	$67.27	$6.73	$74.00	2.78%	$2.00
Access Controlled Parking – The Avenue						
Early Bird Special (entering between 7:30 am and 9am, exiting between 3:30pm and 7:30pm)	$6.00	$5.45	$0.55	$6.00	0.00%	$0.00
0 – ½ hour						Free
½ hour - 1 hour	$2.40	$2.36	$0.24	$2.60	8.33%	$0.20
1 - 2 hours	$4.40	$4.18	$0.42	$4.60	4.55%	$0.20
2 - 3 hours	$6.60	$6.18	$0.62	$6.80	3.03%	$0.20
3 - 4 hours	$10.40	$10.00	$1.00	$11.00	5.77%	$0.60
4 + hours (Max Daily)	$26.00	$15.45	$1.55	$17.00	-34.62%	-$9.01
Overnight Flat Rate	$15.00	$13.64	$1.36	$15.00	0.00%	$0.00
From midnight						
LOST TICKET	$28.00	$15.45	$1.55	$17.00	-39.29%	-$11.00
Access Controlled Parking – Empress Lane						
Early Bird Special (entering between 7:30 am and 9am, exiting between 3:30pm and 7:30pm)	$8.20	$7.45	$0.75	$8.20	0.00%	$0.00
0 – ½ hour						Free
½ hour - 1 hour	$2.40	$2.36	$0.24	$2.60	8.33%	$0.20
1 - 2 hours	$4.40	$4.18	$0.42	$4.60	4.55%	$0.20
2 - 3 hours	$6.60	$6.18	$0.62	$6.80	3.03%	$0.20
3 - 4 hours	$8.20	$7.64	$0.76	$8.40	2.44%	$0.21
4 + hours (Max Daily)	$12.40	$11.82	$1.18	$13.00	4.84%	$0.61
Overnight Flat Rate	$10.00	$9.09	$0.91	$10.00	0.00%	$0.00
Permanent Parking (per week)	$52.00	$47.27	$4.73	$52.00	0.00%	$0.00

Metered Parking - Treacy Street

Monday to Friday 7:30am to 9pm
Saturday 8am to 4pm
Fees do not apply on Sundays and gazetted public holidays.

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Metered Parking - Treacy Street [continued]						
0 - 1 Hour	$1.00	$0.91	$0.09	$1.00	0.00%	$0.00
1 - 2 Hours	$3.40	$3.27	$0.33	$3.60	5.88%	$0.20
2 - 3 hours	$5.40	$5.09	$0.51	$5.60	3.70%	$0.20
3 - 4 hours	$7.60	$7.09	$0.71	$7.80	2.63%	$0.20
4 - 5 hours	$9.60	$9.09	$0.91	$10.00	4.17%	$0.40
All Day	$12.00	$11.82	$1.18	$13.00	8.33%	$1.00
Permanent Parking (per week) - Please contact Strategic Property	$48.00	$45.45	$4.55	$50.00	4.17%	$2.00
Metered Parking - Gloucester Road						
Monday to Friday 7:30am to 9pm Saturday 8am to 4pm Fees do not apply on Sundays and gazetted public holidays.						
0 - 1 Hour	$1.00	$0.91	$0.09	$1.00	0.00%	$0.00
1 - 2 Hours	$3.40	$3.27	$0.33	$3.60	5.88%	$0.20
2 - 3 hours	$5.40	$5.09	$0.51	$5.60	3.70%	$0.20
3 - 4 hours	$7.60	$7.09	$0.71	$7.80	2.63%	$0.20
4 - 5 hours	$9.60	$9.09	$0.91	$10.00	4.17%	$0.40
All Day	$12.00	$11.82	$1.18	$13.00	8.33%	$1.00
Permanent Parking (per week) - Please contact Strategic Property	$48.00	$45.45	$4.55	$50.00	4.17%	$2.00
Metered Parking - Patrick/MacMahon St. Car Park						
Monday to Friday 7:30am to 9pm Saturday 8am to 4pm Fees do not apply on Sundays and gazetted public holidays.						
0 - 1 Hour	$1.00	$0.91	$0.09	$1.00	0.00%	$0.00
1 - 2 Hours	$3.40	$3.28	$0.33	$3.60	5.88%	$0.20
2 - 3 hours	$5.40	$5.09	$0.51	$5.60	3.70%	$0.20
3 - 4 hours	$7.60	$7.09	$0.71	$7.80	2.63%	$0.20
4 - 5 hours	$9.60	$9.09	$0.91	$10.00	4.17%	$0.40
All Day	$12.00	$11.82	$1.18	$13.00	8.33%	$1.00
Permanent Parking (per week) - Please contact Strategic Property	$48.00	$45.45	$4.55	$50.00	4.17%	$2.00
Emergency After Hours Boom Gate or Car Park Opening Charges						
Moore Reserve, Bald Face Point Reserve, Donnelly Park, Oatley Park, Olds Park (per opening)	$235.00	$222.73	$22.27	$245.00	4.26%	$10.00
Commercial Car Parks – Kogarah Town Square, Greenbank Street, The Avenue and Empress Lane (per opening)	$140.00	$131.82	$13.18	$145.00	3.57%	$5.00
Parking Permit						
Community organisation / support worker Parking Permit	$0.00	$0.00	$0.00	$0.00	0.00%	$0.00
1st Resident Parking Permit	$26.00	$27.00	$0.00	$27.00	3.85%	$1.00
2nd Resident Parking Permit	$26.00	$27.00	$0.00	$27.00	3.85%	$1.00

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Name	Year 25/26	Year 26/27			Increase	Increase
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	%	$
Parking Permit [continued]						
1st Visitor Parking Permit	$37.00	$38.00	$0.00	$38.00	2.70%	$1.00
2nd Visitor Parking Permit	$58.00	$60.00	$0.00	$60.00	3.45%	$2.00
Replacement Fee Cost					at the cost of original permit	
at the cost of original permit						
Replacement card - Permanent Parking Permit						
Fee	$36.50	$34.55	$3.45	$38.00	4.11%	$1.50

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Draft Resourcing Strategy 2026-2027

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Our People Plan

Digital Strategy

Asset Management Strategy

Long-Term Financial Plan

GEORGES RIVER COUNCIL

ADMINISTRATION

Approved by	Council Meeting Council Resolution
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VERSION CONTROL AND CHANGE HISTORY

Version	Amendment Details	Document Owner	Period Active
1.0	2025/26 Resourcing Strategy	Corporate Planning & Performance Specialist	July 2025 – June 2026
2.0	2026/27 Resourcing Strategy	Corporate Planning & Performance Specialist	July 2026 – June 2027

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Acknowledgement of Traditional Owners

Georges River Council acknowledges that the Bidjigal people of the Eora Nation are the traditional inhabitants and custodians of all land and water in which the Georges River region is situated.

Council recognises Aboriginal and Torres Strait Islander people as integral to the Georges River community and highly values their social and cultural contributions. Georges River Council pays respect to Elders past, present and emerging.

Georges River Council is committed to showing respect for Aboriginal people as Australia's first peoples. Council has adopted the practice of acknowledging the Traditional Custodians of Country at events, ceremonies, meetings and functions.



Image: Hand with Clay Passport, Walk on Country

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Our Vision

A connected community that prioritises diversity, sustainability and green spaces.

Our Mission

A leading, people-focused organisation delivering outstanding results for our community and city.

Our Values

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United

We will work collaboratively as one team with common purpose and respect



Professional

We will act with integrity and seek opportunities to learn and grow



Honest

We will be open and truthful with each other and our community



Accountable

We will own our decisions and actions as we strive for excellence

Introduction

The Resourcing Strategy explains how Georges River Council will coordinate its people, assets, digital capability and financial resources to deliver the Community Strategic Plan and the Delivery Program in a sustainable and integrated way. Developed under the Integrated Planning and Reporting Framework, it supports informed decision-making in both the short and long term.

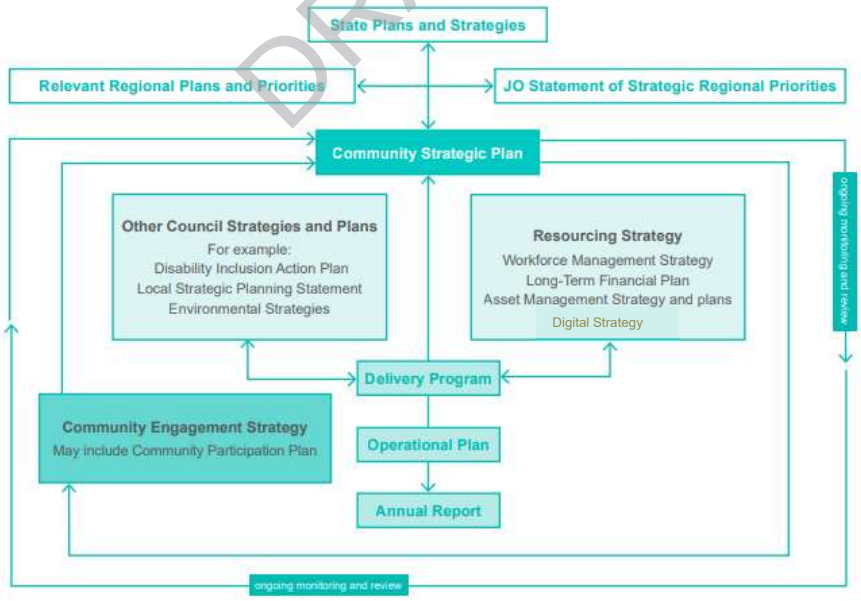
The Strategy consists of four core documents: the Long-Term Financial Plan (LTFP), Asset Management Strategy, Our People Plan and Digital Strategy. Together, these plans identify the resources and capabilities needed to deliver services today while responding to future challenges.

Legislative and Planning Context

Georges River Council operates under the Local Government Act 1993, which requires councils to prepare a suite of integrated planning documents. These documents form the Integrated Planning and Reporting Framework, showing how Council's long-term goals, actions and budgets are aligned.

The Resourcing Strategy has been prepared alongside the Community Strategic Plan 2025–2035, which reflects community priorities identified through engagement during 2024/25. The Delivery Program outlines Council's four-year actions to achieve these priorities and aligns with the local government election cycle. A one-year Operational Plan supports this framework by detailing specific actions and budgets for the year ahead.

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Resourcing Strategy Summary

Our People Plan

The Our People Plan sets out how Georges River Council will support and develop its workforce so it can continue delivering quality services in a sustainable way.

Council employs around 726 people across a wide range of services, including infrastructure, community services, planning, childcare, libraries and technology. The workforce includes a mix of operational, professional and leadership roles, with around 25% of employees aged 55 or older, creating future succession and capability challenges.

The Plan responds to growing pressures such as competition for specialist skills, rising workforce costs, new psychosocial safety obligations, changing expectations around flexible work and rapid technological change. It recognises that a capable and supported workforce is critical to service delivery, financial sustainability and community outcomes.

The Plan focuses on five priorities: Purpose, Connection, Inclusion, Support and Growth. These priorities guide actions to strengthen wellbeing, leadership capability, workforce planning, digital skills and career development, while managing costs responsibly.

Developed through consultation and reviewed regularly, the Plan aims to build a resilient, skilled and engaged workforce. For the community, this supports reliable services, responsible use of public funds and a Council that can adapt to change now and into the future.

Digital Strategy

The Digital Strategy sets out how Georges River Council will use technology over the next four years to improve service delivery, support staff and ensure systems remain secure, reliable and sustainable.

Council's digital systems support almost every service, including rates, planning, waste, customer requests and payments. Many of these systems were implemented over 15 years ago and, while generally stable, are increasingly difficult to integrate, costly to maintain and reliant on manual processes. They are no longer well suited to modern community expectations or efficient ways of working.

The Strategy shifts Council from a focus on simply keeping systems running to using digital capability to improve outcomes. It outlines a vision of a connected organisation where residents can interact with Council easily, staff are supported by reliable systems and information, and decisions are data-driven.

Four priorities guide the Strategy: seamless community services, unified data and performance, workforce digital capability, and modern and resilient technology. A major focus is the staged review and potential replacement of Council's core enterprise system, which supports critical functions such as finance, rates and payroll.

The Strategy recognises affordability constraints and takes a prioritised, staged approach. Over time, the community can expect simpler services, better access to information, stronger data protection and a Council better prepared for future needs.

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Long-Term Financial Plan (LTFP)

The Long-Term Financial Plan (LTFP) outlines how Georges River Council will manage its finances over the next 10 years to ensure services and infrastructure remain sustainable and affordable.

For 2026/27, Council is forecasting an operating surplus of around $2.2 million (excluding capital grants), continuing recent improvements following earlier deficits. Council remains debt-free and holds strong cash reserves, although most funds are restricted for specific purposes, limiting flexibility.

The LTFP identifies key long-term challenges, including rising wages and construction costs, constrained income growth following the end of the Special Rate Variation, infrastructure renewal pressures (particularly for buildings and open space), and future operating costs such as the Carss Park Aquatic Facility. Climate change and global economic uncertainty add further financial risk.

In response, Council is focusing on cost control, revenue sustainability and cost recovery, optimising infrastructure assets and improving service efficiency. The Plan allows Council to test affordability, understand financial risks and make informed choices.

For the community, the LTFP provides transparency about future trade-offs while aiming to ensure services can be maintained and investments made responsibly for current and future generations.

Asset Management Plan

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The Asset Management Plan explains how Georges River Council will manage, maintain and renew its infrastructure assets to support the community safely, reliably and affordably over the long term.

Council manages around $1.6 billion in assets, including roads, footpaths, parks, playgrounds, community buildings and stormwater systems. These assets are essential to everyday life in the Georges River area and have a direct impact on safety, access and amenity.

The Plan emphasises planned maintenance and timely renewal, rather than reactive repairs, to manage costs and reduce risks over an asset's full life. It shows that many assets, particularly roads and stormwater, are currently in good condition at existing funding levels. However, buildings and open space assets face funding shortfalls, meaning their condition may decline over time if not addressed.

Key challenges include ageing infrastructure, rising community expectations, climate impacts and gaps in asset data for some asset classes. Council has adopted realistic service level targets of "good" to "fair," reflecting what the community has said it expects and can afford.

The Plan includes actions to improve data quality, strengthen governance, align asset planning with long-term finances and advocate for sustainable funding. It provides transparency about trade-offs while protecting both current and future generations.

Our People Plan



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Introduction

What is Our People Plan?

Our People Plan 2025–2029 reaffirms our commitment to leading contemporary people practices that build the capacity and capability needed to deliver positive outcomes for both our organisation and community now and into the future.

The Plan outlines clear objectives and strategies centred on employee experience, engagement, and excellence. It is designed to foster a workforce that is inspired, inclusive, and actively involved, positioning Georges River Council as an employer of choice within the local government sector.

Developed through extensive consultation with our people, people leaders, unions, and key industry stakeholders, as well as a thorough analysis of our workforce demographics and emerging challenges, our Plan aligns with key strategic pillars that will guide our efforts to build a resilient, future-ready workforce.



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Actions to support these themes are outlined in subsequent sections and will be progressed with the active support of Council's People and Culture team.

Our People Plan will evolve as the community and the organisation reviews and evaluates its needs. At a minimum, it will be reviewed annually alongside our Operational Plan to ensure its objectives reflect the changing workforce, global trends, and community priorities.

Emerging Global People and Culture Trends

Global trends in workforce and organisational development are reshaping how councils attract talent, build capability, and sustain a resilient, future ready workforce. These trends are increasingly influencing strategic People and Culture priorities across the local government sector.

- **Employee experience and retention**: Purpose, culture and meaningful work are key drivers of retention. Councils must enhance the employee experience through strong engagement, clear career pathways, and inclusive, purpose driven environments that strengthen connection and commitment.
- **Flexible and hybrid work models**: Workplace flexibility is now an embedded expectation rather than a temporary response. Councils must design flexible work models that balance operational requirements with employee wellbeing and productivity, while recognising that flexibility is not one size fits all and must be tailored to suit the diverse needs and functions of different roles across the workforce.
- **Workforce supply and talent scarcity**: Ongoing skill shortages across critical professions, including engineering, planning, trades and digital roles, continue to constrain workforce supply. Councils must adopt proactive workforce planning approaches, including building internal capability, developing talent pipelines, and exploring alternative workforce models to address these challenges.
- **Employer value proposition and workforce competitiveness**: In a competitive labour market, councils must clearly articulate and strengthen their employer value proposition. This includes balancing remuneration constraints with meaningful work, flexibility, development opportunities and a strong organisational culture to attract and retain talent.
- **Workforce productivity and value optimisation**: There is increasing focus on ensuring workforce investment delivers measurable value. Councils must strengthen productivity through improved workforce design, role clarity, process efficiency and the effective use of technology to maximise outcomes within constrained financial environments.
- **Digital capability and workforce transformation**: Rapid advances in digital technology and artificial intelligence are reshaping roles and required skillsets. Councils must proactively build capability in areas such as digital literacy, data analytics and AI to ensure the workforce remains effective, adaptable and future ready.
- **Workforce agility and adaptive operating models**: Organisations are increasingly adopting agile workforce models that enable rapid redeployment, cross skilling and responsiveness to changing demands. Councils must build workforce agility to support service continuity during disruption and shifting priorities.

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- **Human-centred leadership**: There is an increasing emphasis on leadership that is values-driven, empathetic and adaptive. Leaders who foster psychological safety, enable performance, and lead effectively through change are critical to sustained organisational success.
- **Continuous learning and capability growth**: With the pace of change accelerating, continuous learning is essential. Councils must embed agile, on demand learning approaches aligned to strategic priorities, enabling employees to continually build and apply new skills.
- **Wellbeing, burnout and organisational response**: Workforce fatigue and burnout continue to rise globally, driven by sustained change and increasing demands. Councils must adopt a holistic approach to wellbeing, including workload management, job design, leadership practices and proactive support systems.
- **Workforce analytics and evidence based planning**: Data driven workforce management is becoming standard practice. Leveraging workforce analytics enables councils to identify capability gaps, manage workforce risks and support informed, strategic decision making.
- **Strategic workforce planning and forecasting**: There is an increasing emphasis on integrated workforce planning that aligns workforce supply, demand and financial constraints. Councils must adopt scenario modelling and long term forecasting to inform sustainable workforce strategies and mitigate future risks.

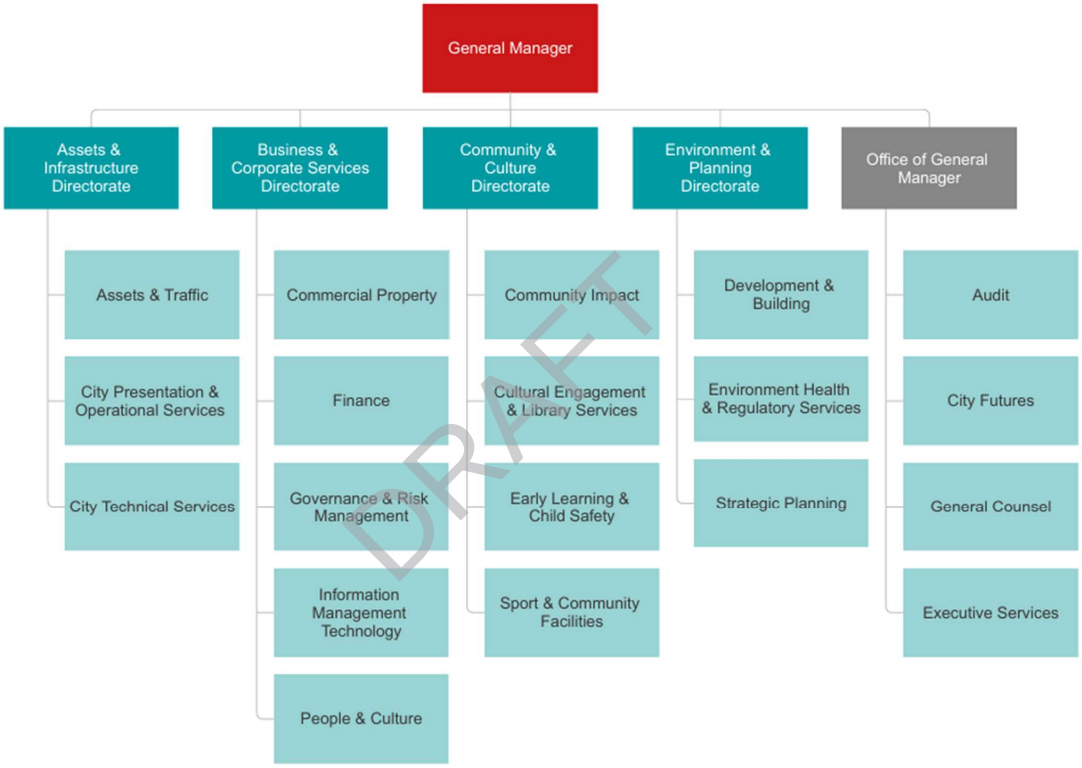
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Who are Our People?

Georges River Council is an organisation made up of a committed, talented, and diverse workforce. Our vision, mission and values underpin all that we do to successfully achieve our Community Strategic Plan (CSP) and implement our Delivery and Operational Plan.

Our Organisational Structure

Our people are committed to delivering quality outcomes for our community, which is championed and driven by leaders within four directorates and the Office of the General Manager.



Overview of our Directorates and Business Units



OFFICE OF THE GENERAL MANAGER

Executive Services
City Futures
General Counsel
Internal Audit

The Office of the General Manager provides strategic leadership and support, ensuring effective governance, legal oversight, strategic positioning, and continuous improvement across Council.



ASSETS AND INFRASTRUCTURE

City Presentation and Operations
City Technical Services
Assets and Traffic

Our Assets and Infrastructure Directorate is responsible for leading, planning, delivering, and maintaining assets, and infrastructure within the Georges River area.



BUSINESS AND CORPORATE SERVICES

Information Management Technology
Finance
People and Culture
Governance and Corporate Risk
Commercial Property

Our Business and Corporate Services Directorate is responsible for delivering quality organisational support services that meet current and emerging needs of internal and external customers to enable effective forward planning and to deliver Council's strategic initiatives.



COMMUNITY AND CULTURE

Early Learning and Child Safety
Cultural Engagement and Library Services
Sports and Community Facilities
Community Impact

Our Community and Culture Directorate works in partnership with the community to ensure it is socially and culturally connected. Our teams provide diverse and vibrant programs, services and facilities that bring together communities, deliver cultural and creative engagement opportunities and support the informational needs of our community.



ENVIRONMENT AND PLANNING

Environment, Health, and Regulatory Services
Development and Building
Strategic Planning

Our Environment and Planning Directorate oversees and administers policies, systems, practices, and deliverables relating to the built environment and landscapes within the Georges River area and the Council.

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Our Workforce Demographics

We continuously seek, capture, and analyse key demographic traits of our workforce, with the understanding that this data is important in reviewing and evolving Our People Plan.



*Consisting of permanent, temporary and casual staff, our occupied workforce totals **726** employees, representing a current FTE of **599.20***



*Our workforce is a mix of local and non-local employees with **31%** of staff living within our Local Government Area and 40% travelling 10km or less to their workplace. Over half drive (either in a Council or private vehicle) and less than 20% take public transport or walk to work.*



*Approximately **18%** of our staff hold management or leadership roles and **86%** are in operational, administrative, technical trades or professional/specialist positions.*



*Females (**50%**) and males (**49%**) are almost equally represented in Council's total fixed term and permanent workforce, with the ratio of males to females in management positions also evenly split. Despite there being more female workers overall, women make up less than half (44%) of the full-time workforce and account for more roles at the level of 'Worker' (86% for women and 65% for men). 89% of part time workers and 85% of casual workers are women. Even when taking into consideration employment status and hours of work, Council's Gender Wage Gap is 10.00%. This is lower than the WGEA reported national result of 16.4%.*



*We face the challenges of an ageing workforce with **25%** of employees aged 55 or over. Generation X (those born between 1965 and 1980) make up 38% of staff, with Millennials (1980 to 1995) making up 36%, followed by Baby Boomers (1946 to 1964) and Generation Z (born after 1995) making up 13% each.*

Data available as at 20 March 2026

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Category	Subcategory	Count	Percentage %
Establishment	Current FTE (excluding casuals)	597	-
	Head Count (excluding casuals)	642	-
Employees by status	Permanent	594	82.00%
	Temporary	48	7.00%
	Casual Staff	84	12.00%
Gender	Male Workforce	331	49.00%
	Female Workforce	393	50.00%
	Males in Management	56	50.00%
	Females in Management	56	50.00%
Age	17-25	40	5.50%
	26-35	155	21.25%
	36-45	170	23.50%
	46-55	1179	24.75%
	56-65	150	20.75%
	66-75	30	4.00%
	75+	2	0.25%
Turnover	Annualised Turnover	-	14.80%
Length of service	Less than 5 years	421	58.00%
	5 to 9 years	132	18.00%
	10 to 14 years	54	7.00%
	15 to 19 years	55	8.00%
	20 + years	64	9.00%
	% of staff with a disability	0	0.00%

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Category	Subcategory	Count	Percentage %
Diversity and inclusion	% Aboriginal or Torres Strait Islander	5	0.69%
	% Language other than English at home	78	11.74%
	% Culturally diverse	116	16.00%
Distance travelled to work (From Staff Engagement Survey 2024: 425 responses)	Less than 5km distance	79	18.59%
	6km to 10km distance	95	22.35%
	11km to 15km distance	75	17.65%
	16km to 20km distance	40	9.41%
	21km + distance	80	18.82%
	Did not specify	56	13.18%

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Consultants, Contractors, and Labour Hire

Engagement of consultants, contractors, and labour hire staff is reviewed on an annual basis. These engagements play a role in addressing resourcing needs, providing flexibility and specialised skills. With strategic utilisation of consultants, contractors, and labour hire staff, we can more effectively manage workforce fluctuations and enhance agility across our organisation.

We leverage these types of engagements:

- For immediate and short-term vacancies – engaged to fill vacancies that arise unexpectedly, ensuring continuity of operations while permanent recruitment processes are pending. This approach minimises disruptions and maintains productivity levels.
- To address capability/skills gaps – when a specific capability or skills gap is identified, these external resources can be brought in to address this gap on an immediate and short-term basis. This ensures that critical projects and tasks are not delayed.
- Where there is a time-limited need for additional resources or specialised knowledge – engaging consultants, contractors, and labour hire staff allows us to meet these needs without long-term commitment, an approach which is particularly beneficial for projects with defined timelines or for accessing niche expertise that is not required on an ongoing basis.

Consultants, contractors, and labour hire staff are not engaged on a permanent basis in work functions ordinarily filled by permanent Council employees.

Achievements under the People Plan in 2025-26

This section outlines the progress made over the 2025-26 year in implementing our People Plan. It showcases key achievements across each strategic pillar and reflects the continuous refinement of our workforce initiatives as we transition to an annual review and improvement cycle.

Purpose	*Connection*	*Inclusion*	*Support*	*Growth*
Amplify the presence and influence of our leaders *Since adopting our Leadership Practices, senior leaders have been coming together each quarter through our Leadership Communities of Practice, strengthening capability and connection across the organisation. These sessions are complemented by ongoing peer-coaching through our Leadership Circles, helping leaders embed their learnings. Our Executive team has also taken an active role by chairing the Communities of Practice, ensuring leadership development remains closely aligned with our organisational strategy. Leadership development has also expanded across our Team Leader and Operational Leader cohorts, further embedding our Leadership Practices at every level of people leadership. This year, we also acknowledged the critical influence our leaders have on culture and performance by introducing a new 'Leadership Impact' category in our Staff Awards.* ***Drive Excellence at every level of Council.*** *Over the past year, we significantly strengthened the Performance Excellence Program (PEP), ensuring it better supports role clarity, purposeful direction, and meaningful performance conversations across Council. Staff and leaders told us that the previous process was administratively heavy, misaligned with financial year planning, and detracted from genuine dialogue. In response, we redesigned the program around a clearer, more intuitive cycle – rebranding to an annual PEP Talk and mid-year PEP Up. This shift aligns performance discussions with operational, delivery and budget cycles, enabling stronger connections between individual goals and organisational priorities. Administration burden has been reduced, with streamlined documentation and simplified system requirements, as we have incorporated mid-year reviews into regular 1:1s .We also addressed long standing challenges around the salary review process, particularly the coupling of salary outcomes with PEP discussions. Through redesign, the salary review has been fully separated from PEP and repositioned into a transparent, standalone annual cycle aligned to the financial year, and including a framework to guide out of cycle considerations. Together, these enhancements to PEP and salary review have strengthened leadership capability, improved staff experience, and ensured our performance and reward systems are modern, fair, and fit for purpose.*	***Build opportunities for social connection*** *Through our WELL-FIT Men's Health Week and Women's Health Week events, we created meaningful spaces for staff to connect, learn and support their wellbeing. Participation in our social impact activities was also strong, 52 staff took part in the Push-Up Challenge, raising over $7,000 for mental health, while others contributed through the Local Government Blood Drive, our Lunch and Yarn staff knitting group who knitted over 400 squares to be made into blankets for the Wrap with Love charity, and clothing donations for Dress for Success. These initiatives not only foster social connection but also enable our people to make a positive difference in the community.*	***Embed Inclusion in our everyday*** *We continued to strengthen our draft inclusion strategy, working more closely with our Community Capacity Building team to ensure our internal workforce initiatives align with our broader community commitments. This included deeper integration with key strategies such as the Social Justice Charter, the Aboriginal and Torres Strait Islander Strategy, and the Disability Inclusion Action Plan (DIAP).*	***Instil a shared commitment to safety*** *We continued to strengthen our approach to health, safety, and wellbeing through a suite of proactive programs and long-term planning. The development of our Work Health and Safety Strategy 2026–2029 sets a clear direction for creating a safe, resilient, and engaged workforce. Our annual SafeWork Month program further reinforced this commitment by building awareness and capability across both physical and psychosocial safety. We also advanced key risk-reduction initiatives, including the ongoing two-year Hearing Conservation Program, focused on identifying, measuring, and mitigating hazardous noise exposure, and our Musculoskeletal Program, which supports injury prevention through ergonomic assessments, safe movement education, and practical manual-handling strategies. Together, these initiatives promote a safer, healthier, and more sustainable workplace for all.* ***Support the holistic wellbeing of our people*** *In 2025, we launched our WELL-FIT program, bringing together a year-round calendar of initiatives and events centred on four quarterly themes - MOVE, GIVE, RESET and CONNECTION. This program combined our existing wellbeing offerings, such as flu vaccinations, skin checks and Fitness Passport, with a broader range of activities designed to support physical, mental, and social wellbeing. We were proud to have achieved external recognition for Keeping Our Workforce M-FIT at the 2025 Local Government Professionals Awards where we Won the People, Workplace and Wellbeing category and was also nominated for the WayAhead Mental Health Month Awards in the Workplace Wellbeing category. At the awards ceremony, we were recognised as one of three finalists, a meaningful achievement that reflects our ongoing commitment to employee wellbeing.*	***Develop meaningful learning that adds value to the aspirations of our people and our Council*** *In 2025, we delivered the first full year of priority learning initiatives shaped through our PX Partnership meetings. This included a targeted Digital Capability Uplift for frontline operational leaders, as well as development programs in Project Planning, Courageous Conversations, and the Cross-Unit Challenge.* *We also introduced new resources to support people leaders stepping into acting arrangements, complementing our emerging leaders' program and helping to build consistent capability and confidence across the organisation. Leadership development continues to be a key focus and an area of growing demand, reflecting our commitment to investing in our people leaders at every stage of their development.*

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Our Challenges

Focus on Financial Sustainability

Council remains committed to responsible financial management as a foundation for a sustainable, high performing workforce. As part of our People Plan, it is essential that workforce strategies are aligned with broader organisational goals, particularly in the context of rising costs and increasing service expectations.

As Council transitions from the Local Government (State) Award 2023 to the new 2026 Award from July 2026, there remains uncertainty regarding future salary increase percentages over the life of the new Award and the associated financial impact. While the 2023 Award delivered cumulative increases of 11% over three years, well above the assumptions in Council's Long Term Financial Plan, the forthcoming Award introduces a further layer of uncertainty. This uncertainty, combined with continued growth in community demand for services, reinforces the need for disciplined workforce planning, sustainable staffing strategies, and proactive financial management to ensure Council can continue meeting service and operational commitments within a responsible financial framework. To support the achievement of a $2–3 million budget surplus in 2026/27, Council must continue to implement its employee cost reduction strategy. In the past financial years, employee cost savings were primarily achieved through the application of a 6.5% natural vacancy rate. However, actual vacancy savings have been closer to 2–3%, due to the need to maintain service continuity.

Recognising this, Council is transitioning from a reliance on natural vacancy savings to a more deliberate and balanced employee cost management approach. This includes:

- A more achievable vacancy target of 5%
- A two-week Christmas shutdown period
- Improved management of excess leave liabilities
- Reductions in non-essential staff benefits, such as the all staff conference

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This approach ensures cost control measures remain realistic, while preserving workforce wellbeing, capability, and service standards. It reflects a commitment to long term sustainability and the ongoing development of a skilled and resilient workforce.

Responding to Global Uncertainty, Economic Pressures and External Disruptions

Increasing global uncertainty, driven by geopolitical tensions, economic instability and the growing frequency of natural disasters, continues to impact workforce planning and organisational resilience. These external pressures can disrupt supply chains, influence economic conditions and place additional demand on government resources, with flow on effects to Council operations and service delivery.

Ongoing economic volatility, including inflationary pressures, rising cost of living and a shifting labour market, is further compounding these challenges. These conditions place upward pressure on employee remuneration expectations at a time when Council must operate within constrained budgets and long-term financial planning frameworks. Recent Award outcomes have demonstrated that salary increases can exceed forecast assumptions, creating additional financial strain and limiting flexibility for workforce investment and growth.

Natural disasters and climate related events present both immediate and ongoing operational challenges, requiring Council to respond rapidly while maintaining continuity of essential services. These events can place additional strain on the workforce through redeployment, increased workloads and the need for sustained operational flexibility.

At the same time, a competitive and uncertain labour market continues to impact Council's ability to attract and retain talent, particularly in critical and hard to fill roles. Employees may seek higher remuneration or increased flexibility, while Council must balance these expectations against affordability and its responsibility to deliver essential services to the community.

For People Leaders, this environment requires a disciplined and agile approach to workforce planning, with a strong focus on productivity, value and prioritisation of resources. It also necessitates transparent communication regarding financial constraints, alongside the capability to mobilise and support staff effectively during periods of disruption. These conditions reinforce the importance of robust business continuity planning, adaptable workforce models and clear, consistent communication.

Addressing these challenges will require an integrated approach to financial and workforce planning, including scenario modelling, workforce optimisation, capability development and targeted retention strategies. Building a resilient, adaptable and productive workforce will be critical to responding to external shocks while maintaining sustainable service delivery and meeting the evolving needs of the community.

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Attracting and Retaining Top Talent

Our workforce spans five generations, each bringing distinct traits, values, and expectations that shape their approach to work. These generational differences directly influence how we attract, engage, and retain talent, reinforcing the need for tailored strategies to build a capable, agile, and resilient workforce for the future.

Skills shortages continue to present a significant challenge across the local government sector in NSW, and Georges River Council is no exception. Sector wide research shows that nine out of ten councils are experiencing shortages in critical areas such as engineering, urban planning, building surveying, and environmental health. At Georges River, this is compounded by demographic trends, with 25% of employees over the age of 55 and 38% from Generation X, meaning a large proportion of our workforce may retire within the next decade. Meanwhile, many younger employees have not yet acquired the experience or qualifications needed to step into senior or specialist roles, making succession planning a priority.

Further compounding this challenge are the results from our 2024 Staff Engagement Survey, which revealed that 33% of employees do not see a future at Georges River Council, putting corporate knowledge, organisational capability, and service continuity at risk. Additionally, 44% of staff felt insufficient time and effort is spent on career planning, and 46% indicated they are not developing the skills required for progression. Rapid technological advancements and the increasing impacts of climate change are also reshaping workforce needs, requiring new skills in digital capability, sustainability, and environmental management, many of which our current workforce does not yet possess.

Structural limitations within the organisation have also constrained career progression opportunities in key functional areas. Coupled with a highly competitive external job market,

this has made it increasingly difficult to attract and retain suitably qualified and experienced staff in areas such as greenkeeping, arboriculture, qualified trades, civil works, project management, human resources, WHS, information technology, website development, environmental health, statutory planning, and engineering.

Council continues to face increasing competition for professional talent in a market where public sector salaries and benefits can be outpaced by private sector offerings, and where local government experience is highly specialised. These challenges highlight the need for Georges River Council to adopt a strategic, data informed approach to workforce planning, capability development, and talent retention to secure the long-term sustainability of our services and organisational performance.

Supporting Psychosocial Safety and Mental Health in the Workplace

Workplace Health and Safety (WHS) remains a top priority for Georges River Council, as evolving challenges and legislative reforms continue to reshape expectations and resource requirements. The introduction of amendments to the Work Health and Safety Regulation (NSW), specifically the inclusion of psychosocial hazards as a formal area of risk, has significantly impacted how Council must manage workplace safety. These changes require all employers, including local government, to identify, assess, and control risks to psychological health with the same rigour applied to physical hazards.

National workplace trends show a sharp increase in psychosocial conditions and related workers' compensation claims, a trend also evident within the local government sector. Common psychosocial risks include high job demands, poor support, lack of role clarity, and workplace conflict. In response, Council must invest in additional resourcing, training, and systems to effectively meet its obligations under the updated legislation. This includes developing and implementing targeted initiatives to mitigate psychosocial risks, fostering a culture of psychological safety, and ensuring early intervention and support for staff wellbeing.

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The resourcing impact has been significant, requiring increased investment in WHS and People and Culture roles, mental health and wellbeing programs, internal capability building, and the development of policies and procedures that align with the expanded legal framework. Beyond compliance, Council recognises the need to embed a proactive, safety-first culture, one that not only protects employees but enhances overall organisational performance, engagement, and resilience.

Creating an Effective and Inclusive Flexible Working Environment

Hybrid working has become the most prominent and visible form of workplace flexibility, and is now an embedded feature across Australian workplaces, including the public sector. It is no longer a temporary response to COVID-19, but a sustained and expected way of working that supports evolving employee expectations. For Council, hybrid work presents both a significant opportunity and a complex operational challenge.

The benefits of hybrid working are well recognised, improving attraction and retention in a competitive labour market, supporting work life balance, reducing commuting time and job satisfaction. However, these benefits must be balanced against emerging risks, including reduced team cohesion, communication gaps, and challenges in maintaining visibility and alignment across teams. In a Local Government context, where service delivery depends on

strong coordination across business units and directorates, these risks require careful management.

While hybrid work is central to this shift, it sits within a broader spectrum of workplace flexibility, including flexible hours, part-time arrangements, job sharing, purchased leave, compressed hours, a four day working week and other adaptive models. Together, these approaches support a more inclusive workforce and enable participation from employees with diverse needs and circumstances. However, they also introduce additional complexity in workforce planning, service delivery, and the consistent application of policies.

For People Leaders, this environment requires balancing flexibility with operational and community service level requirements, maintaining a cohesive organisational culture, and managing performance across varied working arrangements. Ensuring equity, clarity of expectations, and accountability is critical to avoiding inconsistency and perceived unfairness.

Successfully embedding flexible work practices, supported by a well-managed hybrid model, will be critical to building a resilient, inclusive and high-performing workforce. This requires a tailored approach that recognises flexibility is not one-size-fits-all.

Georges River Council delivers a diverse range of services across frontline, operational and corporate environments, encompassing roles with distinct operational requirements and workforce needs. As such, a suite of flexible work options is required, enabling staff to access arrangements appropriate to their role and business unit, while ensuring service delivery outcomes are maintained.

Addressing these challenges will require clear policy settings, strengthened leadership capability, and a deliberate focus on outcomes, service delivery and team cohesion.

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Future-proofing Skills Development in the face of Technological Disruption

Rapid technological advancement, particularly the emergence and acceleration of artificial intelligence (AI), is transforming how work is performed across all industries, including Local Government. These technologies are driving significant gains in efficiency, productivity and decision-making capability. However, they are also reshaping roles, requiring employees to continually update and expand their skillsets to remain effective. The pace of change means that the currency of skills is becoming increasingly short lived, shifting job design and driving demand for more specialised and adaptable capabilities.

For Council, this presents both a risk and an opportunity. If effectively leveraged, AI and digital technologies can enhance service delivery, improve operational efficiency and support better outcomes for the community. However, without deliberate investment in workforce capability and adoption, there is a risk of falling behind, both in terms of organisational performance and competitiveness in attracting and retaining talent. Ensuring staff are equipped to understand, adopt and responsibly use AI will be critical to building an agile and future ready workforce.

As Council continues to adopt digital solutions, there is also a heightened exposure to cybersecurity risks. This requires robust systems, governance and ongoing workforce training to protect sensitive data and maintain public trust. Building digital literacy across the organisation, including safe and effective use of emerging technologies, will be essential.

Access to modern, fit-for-purpose tools and systems also plays a key role in workforce capability and employee experience. Employees increasingly expect to work with contemporary platforms that enable collaboration, streamline processes and support innovation. Outdated systems can hinder productivity, create inefficiencies and contribute to workforce dissatisfaction and turnover, particularly in competitive disciplines such as ICT, engineering and project management.

Addressing these challenges will require a strategic and proactive approach to capability development, including targeted upskilling, investment in technology, and embedding a culture of continuous learning and adaptability. Leveraging AI and emerging technologies to Council's advantage, while ensuring staff have the skills, confidence and governance frameworks to use them effectively, will be critical to maintaining a resilient, capable and future focused workforce.

What are our Priorities?

At Georges River Council, we believe our success is driven by the strength and wellbeing of our people. When employees have a positive and fulfilling experience at work, they are more engaged, productive, and motivated to deliver exceptional outcomes for our customers and the community. Consultation with our people has informed the development of strategic goals under each priority pillar, giving focus to our actions over the next four years to ensure we deliver on our Community Strategic Plan; we offer our people interesting, challenging and rewarding work and opportunities to make a real difference to our community; and to support our goal to be the best at what we do and be an employer of choice in Local Government.

Our Priorities for 2025-29

Our workforce priorities respond directly to the key challenges facing Georges River Council, including financial sustainability, workforce capability risks, changing employee expectations, technological disruption, and increasing external uncertainty.

Together, these priorities provide a clear and integrated approach to building a resilient, capable and high performing workforce that can sustainably deliver services to our community.

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PILLAR 1: PURPOSE

Embedding our values and working towards a common, greater goal so our people feel inspired and are aligned to deliver on our commitments to our community.

Strategic Response to Our Challenges

This pillar responds to the need for clear organisational direction in a financially constrained and increasingly complex environment. It strengthens leadership accountability and ensures decision making, performance and workforce management are aligned to organisational priorities and financial sustainability.

Strategic Goal	How We Will Achieve This	How This Responds to Our Challenges
Inspire shared purpose with clarity and conviction	Reinvigorate and embed our Vision, Mission and Values into everyday work	Supports prioritisation and decision making to mitigate psychosocial risk and drive shared purpose.
Amplify the presence and influence of our leaders	Uplift leadership capability, including accountability for performance, workforce planning, and leading change	Strengthens leadership to manage uncertainty, workforce challenges and organisational change
Drive excellence at every level of Council	Enhance the performance excellence framework to strengthen role clarity, accountability, and performance outcomes	Improves productivity, accountability and alignment to organisational and financial outcomes
Optimise workforce productivity and organisational design	Review workforce structures, clarify roles, and embed efficient ways of working including process improvement and automation	Supports financial sustainability through improved efficiency, reduced duplication and better use of resources

Measures of Success:

- Increased employee engagement and alignment to Council priorities
- Stronger leadership capability and accountability
- Improved organisational performance and productivity
- Evidence of efficient workforce structures and reduced duplication

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PILLAR 2: CONNECTION

Enhancing relationships across the organisation through communication and collaboration so our people feel understood, appreciated and empowered to contribute positively in their roles.

Strategic Response to Our Challenges

This pillar responds to the need for stronger collaboration in hybrid and flexible work environments, increasing organisational complexity, and workforce engagement, retention and succession risks.

Strategic Goal	How We Will Achieve This	How This Responds to Our Challenges
Build opportunities for social connection	Deliver programs and initiatives to strengthen communication, wellbeing and retention	Improves engagement and retention in a competitive labour market
Ensure understanding of roles in the broader organisational context	Embed mentoring, coaching and cross directorate collaboration practices	Supports knowledge sharing, succession capability and workforce continuity
Overcome silos and strengthen project delivery	Establish cross functional teams and increase cross site engagement	Reduces duplication and improves efficiency, supporting financial sustainability

Measures of Success:

- Increased employee engagement and satisfaction
- Improved cross directorate collaboration
- More effective project delivery outcomes
- Stronger organisational cohesion

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PILLAR 3: INCLUSION

Fostering an inclusive workplace so our people feel valued, respected, and have a sense of belonging to amplify diversity in thinking and decision-making.

Strategic Response to Our Challenges

This pillar responds to the need to attract and retain talent in a competitive labour market, support a multi-generational workforce, and foster a culture of psychological safety and belonging. It also strengthens Council's employer value proposition and ability to access diverse talent pools.

Strategic Goal	How We Will Achieve This	How This Responds to Our Challenges
Embed inclusion in our everyday	Implement and embed the newly developed Diversity and Inclusion Strategy into business-as-usual practices	Strengthens engagement, belonging and retention
Celebrate the rich diversity of our Council	Recognise and promote diverse backgrounds, experiences and achievements	Enhances employer brand and supports attraction of diverse talent
Build a vibrant and inclusive workplace community	Strengthen partnerships with community and professional networks and expand talent pipelines	Supports attraction strategies and access to diverse and emerging talent

Measures of Success:

- Increased inclusion and belonging scores
- Improved workforce diversity
- Reduced turnover and improved retention
- Strengthened talent attraction outcomes and candidate diversity

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PILLAR 4: SUPPORT

Providing mechanisms that support a safe, healthy, happy, and more productive and engaged workforce, so our people feel cared for and are resilient to meet the challenges of our time.

Strategic Response to Our Challenges

This pillar responds to increasing psychosocial risk obligations, workforce wellbeing challenges, and the need to build organisational resilience in the face of external disruption, including natural disasters, economic uncertainty and changing work practices.

Strategic Goal	How We Will Achieve This	How This Responds to Our Challenges
Instil a shared commitment to safety	Strengthen WHS systems, by including psychosocial risk management, compliance and leader capability and ease of use by staff	Ensures compliance, reduces workplace risk and supports a safe working environment
Support the holistic wellbeing of our people	Deliver proactive and preventative wellbeing initiatives and support programs	Improves resilience, reduces absenteeism and supports productivity and psychological safety.
Actively engage with our people to shape our future	Strengthen consultation and employee voice in decision making	Builds trust, improves engagement and supports organisational change
Build workforce agility and organisational resilience	Develop cross skilling, redeployment capability and business continuity workforce planning	Enables rapid response to disruption and supports continuity of essential services

Measures of Success:

- Reduced workplace incidents and psychosocial claims
- Improved wellbeing and engagement scores
- Reduced absenteeism and turnover
- Demonstrated workforce adaptability during disruption events

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PILLAR 5: GROWTH

Cultivating a culture of continuous learning and improvement so our people actively contribute their talents to sustain a high-performing and agile workforce.

Strategic Response to Our Challenges

This pillar responds to skills shortages, an ageing workforce, and rapid technological change. It ensures Council builds capability, strengthens succession pipelines, leverages digital and AI technologies, and adopts a strategic, data driven approach to workforce planning.

Strategic Goal	How We Will Achieve This	How This Responds to Our Challenges
Develop meaningful learning that adds value	Deliver data driven and targeted learning aligned to workforce needs and future capability requirements	Builds capability to address skills shortages and emerging workforce demands
Champion a culture of innovation and adaptability	Encourage innovation, continuous improvement, and adoption of new technologies including AI	Strengthens organisational agility and responsiveness to change, particularly technological disruption.
Empower our people to reach their full potential	Implement capability frameworks, career pathways, succession planning and internal mobility programs	Supports retention, workforce sustainability and future leadership pipelines
Strengthen strategic workforce planning and analytics	Implement workforce planning frameworks, data insights and forecasting to inform decision making	Enables proactive management of workforce risks, capability gaps and future demand

Measures of Success:

- Increased participation in learning and development
- Improved workforce capability and performance outcomes
- Stronger internal talent pipelines and succession readiness
- Increased use of workforce data to inform decisions
- Improved digital capability and adoption across the organisation

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Digital Strategy



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Introduction

Purpose of the Digital Strategy

The Digital Strategy sets out Georges River Council's four-year roadmap for using technology, data and digital capability to improve outcomes for the community and support efficient, effective ways of working. It provides clear direction for modernising systems, enhancing service delivery and building a more connected and resilient organisation.

The Strategy outlines Council's current digital position, the challenges and opportunities ahead, and the actions required to meet changing community expectations and operational demands.

This Strategy replaces the former Digital Resource Management Plan and has been fundamentally redesigned to reflect significant changes in technology and the operating environment. While the previous plan focused on stabilisation, this Strategy is focused on transformation, using digital capability to improve services, support sound decision-making and enable long-term organisational sustainability.

The Strategy is underpinned by four pillars that guide Council's investment and decision-making.



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Why change is needed now

Council's digital systems are no longer keeping pace with how services need to be delivered. While they remain stable, they were designed for a different operating environment and cannot support future needs without planned change. Incremental improvements are now reaching their limits.

This Strategy responds to that reality. Decisions about core systems, data governance and emerging technologies will shape how Council operates for the next decade affecting service quality, financial sustainability, workforce capability and community trust. These are organisation wide decisions, not just technology choices, and require deliberate, long-term planning.

The need for change is driven by the following factors:

- **Strong foundations, changing needs:** Following the 2016 amalgamation, Council successfully consolidated two technology environments to ensure uninterrupted services. This created a stable and reliable foundation, but those systems were designed for a different operating context and are now difficult to adapt.

- **Incremental change is no longer enough:** Ongoing improvements have supported day-to-day operations, but incremental fixes cannot address deeper system limitations or enable the capabilities needed for the future.
- **Rising expectations and limited flexibility:** Community expectations for digital services continue to increase, while modern technologies enable faster change, better integration and stronger decision-making. Council's stable systems now limit innovation, responsiveness and service improvement.
- **A clear decision point:** Independent reviews and internal consultation confirm that short-term solutions will not deliver sustainable improvement. Decisions made now will shape Council's digital capability, service quality and organisational sustainability for the next decade.

How this Strategy is structured

The Digital Strategy is structured to clearly explain Council's current position, the reasons for change, and the actions required to deliver improved outcomes over the next four years.

The Strategy begins by outlining its purpose and the case for change, including the challenges facing Council's current digital environment and why now is the right time to act. It then provides a clear overview of where Council is today, describing existing systems, constraints that limit future improvement, and relevant global technology trends.

The second part of the Strategy sets out Council's digital direction. This includes the vision for Council's digital future and the four strategic pillars that will guide decision-making and investment between 2026 and 2030. Each pillar focuses on a key area of improvement, from community services and data to workforce capability and modern technology.

The Strategy then explains how it will be delivered, including the principles that will guide implementation, the scale and significance of upcoming decisions, and the roles and responsibilities required to support success.

Finally, the Strategy considers investment and affordability, future planning horizons, and how decisions made during the life of this Strategy will shape Council's digital capability for the next decade. It also outlines how Council will plan for ongoing change, emerging technologies and uncertainty.

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Where are we now

Our current digital environment

Council's technology systems were not designed as one single, connected environment. Instead, they have been added over time to meet specific needs as they arose. While these decisions were appropriate at the time, they were not always planned as part of a long-term, whole-of-Council design.

As a result, Council now operates within a complex set of systems. These systems continue to support services, but they also create challenges, including:

- **Duplicated data** – the same information is stored in different systems, making it harder to rely on a single, accurate source
- **Fragile connections** – links between systems can break when changes or upgrades are made
- **Manual work** – staff sometimes need to re-enter or reconcile information, increasing effort and the risk of error
- **Limited reporting** – data is spread across systems, making it harder to produce clear, combined reports
- **Reduced flexibility** – system dependencies make it slower and more difficult to introduce change

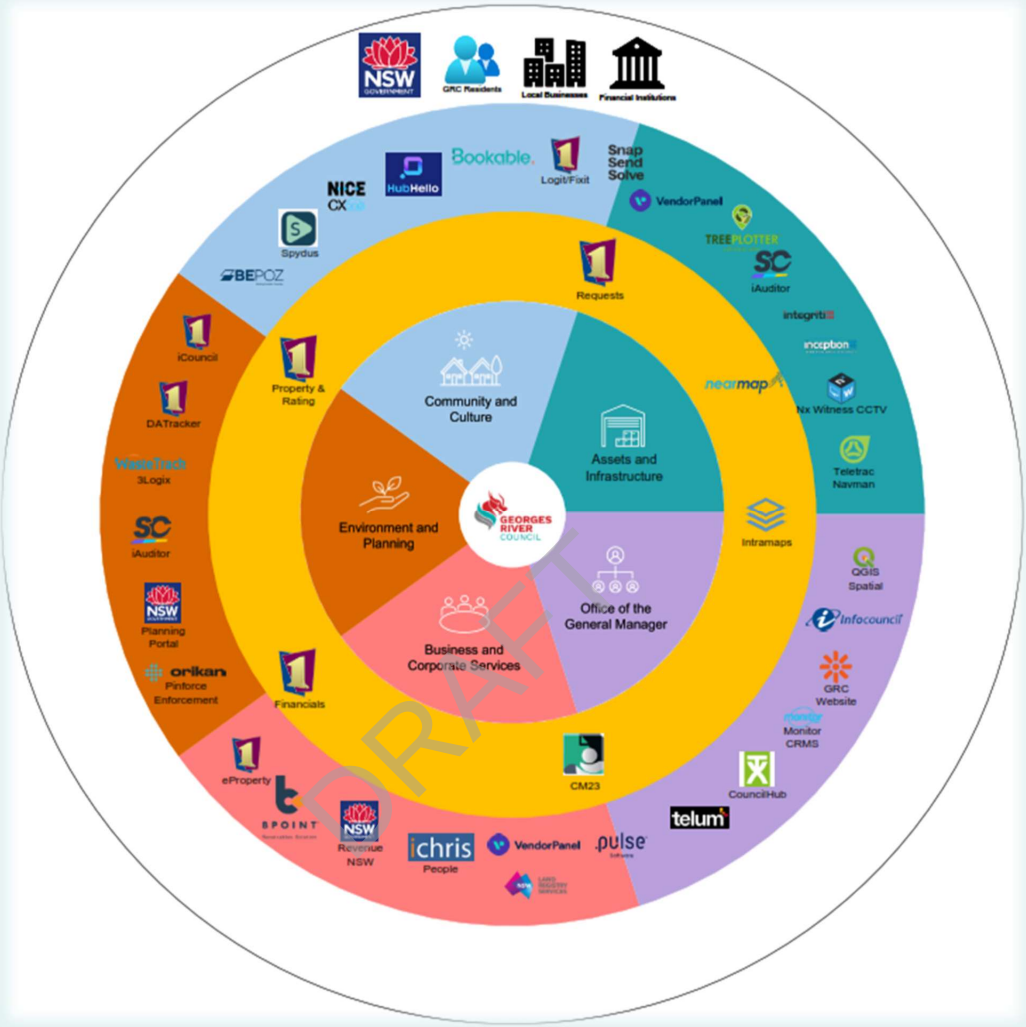
Technology supports almost every interaction Council has with the community. Each service relies on multiple systems working together to manage payments, compliance, customer requests and service delivery. These systems are generally reliable, with high availability over the past year. However, reliability alone does not mean they are efficient, easy to use or well suited to future needs.

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At the centre of Council's technology environment is the Enterprise Resource Planning (ERP) system, which supports key functions such as finance, property and rates. This system has been in place for more than 15 years. While it remains stable and supported, it reflects older ways of working that no longer fully align with current expectations.

The move to the cloud in 2024 addressed infrastructure risks and ensured ongoing support. However, it did not modernise the system itself. A major element of this roadmap is the scoping and market testing of a new Enterprise Resource Planning (ERP) system to ensure Council's future needs are properly understood and supported. This is a major decision that will influence Council's digital capability for the next decade.

Architecture Diagram



Achievements in 2025-26

Since the last update of the Digital Resource Management Plan, the IMT team has delivered some significant outcomes alongside the day-to-day operational work described above. The table below provides a snapshot of those achievements and how they aligned to the previous strategy. This work forms the foundation on which the new Digital Strategy is built and demonstrates the team's capacity to deliver while continuing to keep Council's systems running reliably.

Action	Status	Comments
Strategic Objective: 1. Digital Security and Resilience		
Initiate and oversee the independent information security audit program, ensuring regular assessments and timely implementation of recommended improvements.	On track	The 2024–26 independent audit program is nearing completion, with four of the five planned audits finalised. All recommendations are tracked through Council's reporting framework and overseen by the Audit, Risk & Improvement Committee (ARIC), strengthening Council's security, risk management and governance arrangements.
Use the results from the Audit program to proactively identify vulnerabilities and assess new technologies to strengthen the ongoing protection of Council's data, infrastructure, and systems.	On track	Audit findings have been used to identify vulnerabilities and prioritise security improvements, with targeted investment proposals developed to address identified risks and strengthen Council's data, systems and infrastructure in response to an increasingly complex threat environment.
Establish a cyber security awareness program to educate staff on the importance of vigilance and best practices.	On track	Cyber security education, testing and awareness activities are established as a business-as-usual program. In 2025, organisation-wide sessions were delivered on the responsible and safe use of artificial intelligence tools, providing staff with clear guidance on acceptable use and emerging risks.
Monitor legislative and government policy updates regularly and implement necessary changes to ensure Council's compliance with new regulations.	On track	Council systems have been updated to comply with new legislative and policy requirements, including Department of Planning gazetted changes and GDA 2020 updates. These updates ensure ongoing compliance and reduce regulatory and operational risk.
Strategic Objective: 2. Delivering Smarter Services		
Conduct an ERP assessment of Council's core systems, identify improvements, and recommend strategies for efficiency	On track	This Strategy defines the next phase of work, transitioning from review to a structured, prioritised program of projects focused on improving efficiency, capability and long-term sustainability, as outlined in the Strategy's pillars and priorities.
Conduct an analysis of the current system to identify potential	Complete	Council's digital tools and access pathways have been comprehensively mapped and reviewed,

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Action	Status	Comments
improvements, focusing on simplifying access to Council's systems and enhancing user experience.		with a number of targeted improvements already implemented. This work establishes a strong foundation for the more significant user-experience and service improvements to be delivered under this revised strategy
Enhance the application process by expanding integration with external sources, ensuring a more streamlined and efficient workflow.	On track	System integration improvements are progressing, with early gains already realised. Further benefits will be delivered through the broader platform and enterprise system initiatives set out in this Strategy. Collectively, projects across multiple pillars will continue to reduce manual effort, improve data flows and enable more seamless and efficient service delivery.
Strategic Objective: 3. Empowering Our People		
Analyse current application management processes to identify inefficiencies and implement streamlined procedures to enhance overall efficiency and effectiveness.	Not started	Broader improvements will be delivered through Pillar 2 initiatives, embedding consistent and efficient processes across Council.
Coordinate and lead an Improvement Programme with all management groups, focusing on identifying and implementing strategies to enhance overall organisational performance and efficiency.	On track	The *Move to Improve* program remains a core mechanism for identifying and addressing operational pain points across all business units. Recent refinements have aimed to improve prioritisation and scale successful improvements more broadly across the organisation.
Strategic Objective: 4. Enhancing Community Access and Inclusion		
Identify and implement key system upgrades and enhancements to improve the overall customer experience, ensuring seamless interactions and increased satisfaction.	On track	Enhancements to online applications, booking systems, digital forms and the waste portal have delivered tangible improvements for the community. Pillar 1 builds on this foundation, setting out a more comprehensive approach to transforming the community's digital experience.
Research and adopt new technologies that enhance customer interactions, focusing on improving communication channels and overall customer satisfaction.	On track	Continued expansion of the contact centre platform and the introduction of the new waste portal have improved responsiveness and accessibility. Future initiatives under Pillar 1 will extend these gains through integrated, community-centric digital services.
Integrate and prioritise the evaluation of customer service channels within the Enterprise review, ensuring that these channels are optimised to meet customer needs and enhance service delivery.	On track	Incremental improvements have been made across customer service channels. A comprehensive review of platforms and capabilities has been incorporated into the enterprise system and ERP-related work under Pillar 1, providing a structured path to future optimisation.

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Action	Status	Comments
Perform a comprehensive review of the Customer portals, website, and online presence, identifying areas for enhancement to improve community interaction with Council.	Not started	This work will be delivered through the coordinated projects outlined across Pillars 1, 2 and 4, focusing on rationalisation, clarity of ownership, and delivery of a more consistent and accessible online presence.

Function	What we do	Annual volume
Helpdesk Support	Service desk, IT support, CCTV and security requests, staff changes and onboarding.	• 16,848 New requests • 15,154 Completed on time
Cyber Security	Monitoring and responding to threats, managing Council's security posture, staff education.	• 1.3M Email events • 1M Firewall attempts • 2.5M Web filter events • 1,530 Proactive maintenance actions
Technology Changes	Patching, upgrades, security updates and maintenance across all systems.	• 388 Changes • 99.9% System availability
Device Deployment	Laptops, desktops, phones, tablets and peripherals for all staff.	• 253 Laptops • 103 Desktops • 195 Phones • 44 Tablets
Meeting Support	Broadcasting Council meetings, supporting internal meetings and after-hours sessions.	• 75 Community broadcasts • 80 After-hours sessions • 77 Internal support
Information Management	Document registration, GIPA requests, planning portal applications.	• 141,073 Documents created • 852 Planning applications • 599 Information requests
Spatial & Digital Services	Property creation, address management, mapping, digital forms.	• 749 Properties created • 5,300 Addresses changed • 652 Maps generated • 65 Forms changed
Move to Improve	Continuous improvement programme across all business units.	• 183 Initiatives completed • 90% Priority completion rate
Major Projects	Managing significant technology projects including the ERP cloud migration.	• 17 Major projects completed
Audit Program	Conducting audits, Implementing audit recommendations and reporting to ARIC.	• 3 Audits completed • 41 Actions implemented

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Emerging Global Digital and Technology Trends

Around the world, governments are changing how they use technology. These changes show that digital improvement is no longer about upgrading one system at a time. It requires long-term planning, strong governance and ongoing investment in people, data and core systems. Key global trends include:

- **Easier-to-use digital services:** People expect public services to be as simple and convenient as private online services. They expect services to be available at any time, work on mobile devices and be designed around their needs.
- **Data-driven decision making and governance:** Organisations now collect much more information than in the past. When data is accurate and well managed, it supports better decisions and transparent reporting. Poor data management increases risk and reduces trust.
- **Growing cyber security threats:** As more services move online, cyber-attacks are becoming more common and more serious. Many breaches start with simple mistakes, such as clicking fake emails. Protecting systems requires strong security controls and ongoing staff awareness.
- **Cloud computing replacing older technology:** Many organisations are moving away from older, standalone systems to modern cloud-based platforms. These systems are easier to update and connect, but they also change how technology is paid for and managed.
- **Artificial intelligence and automation:** AI is becoming part of many digital tools and operational processes, from customer support to data analysis. Used carefully, it can improve efficiency and insight. Without clear rules, it can create risks to accuracy, privacy and public confidence.
- **Digital inclusion and equity:** Not everyone benefits from digital change in the same way. Differences in access, skills and connectivity can leave some people behind. For this reason, good practice now emphasises accessible design and keeping alternative service options available so services work for the whole community.
- **Connected systems:** Public services rarely operate in isolation. Around the world, governments are investing in systems that can exchange information across organisations and levels of government. Research shows that interoperable platforms reduce duplication, improve coordination and support more seamless services for users
- **Growing demand for digital skills:** Technology is changing quickly, increasing the need for digital skills across the workforce. Shortages in areas like cyber security and data analysis are now common and ongoing.

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Constraints that limit future improvement

To plan well for the future, it is important to understand the key challenges that limit how quickly and effectively we can improve.

- **Finding and keeping skilled digital staff:** All digital services rely on skilled people to keep systems running, secure and improving over time. Like many councils, Georges River Council faces strong competition for staff with skills in cyber security, data, and digital systems. Private organisations often offer higher pay and more flexibility, making it harder for councils to retain these roles. Council is responding by supporting flexible work, investing in staff training, planning for succession, and reducing reliance on individual staff members so services remain stable when people move on.
- **Rapidly changing community expectations:** People expect Council's digital services to be as easy to use as online banking or shopping. They expect services to be available at any time, on any device, and to not repeat information each time they contact Council. Meeting these expectations requires investment, but well-designed digital services are also more efficient and reduce long-term costs compared to phone or in-person services.
- **Ongoing technology costs:** Technology is now mainly purchased as ongoing subscriptions rather than one-off purchases. Cloud-based software offers strong benefits, such as better security and regular updates, but it also means costs occur every year instead of upfront. This change requires careful long-term financial planning to ensure services remain affordable and sustainable.
- **Using AI Responsibly:** Artificial intelligence is becoming part of everyday technology. When used properly, it can help staff work faster, analyse information and improve decision-making. Council will only use AI where it provides clear benefits and will do so responsibly, with strong policies, transparency and staff training to manage risks.
- **Modern Systems and less customisation:** Modern digital systems are designed to work together and update automatically. They rely less on heavy customisation and more on standard features used across the sector. Highly customised systems are expensive, harder to upgrade and depend on specialist knowledge. Using standard solutions is usually more reliable and easier to maintain. This approach will guide Council's future system decisions, including the ERP review.
- **Managing and protecting data**: Council holds large amounts of data about properties, planning, rates and the community. This data helps improve services and decision-making, but it must be stored securely, used responsibly and accessed easily. As data volumes grow, consistent data management and governance across Council is essential.
- **Increasing cyber security threats:** Cyber security threats are increasing across local government. Attacks can disrupt services, expose sensitive information and damage public trust. Risks include staff being targeted by fake emails, new system vulnerabilities and more online services creating more entry points for attacks. Strong cyber security requires reliable systems, external expertise, regular testing and ongoing staff awareness. This is a continuous effort, as threats continue to evolve.

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Our Digital Direction

Our Vision

"A connected, resilient digital organisation, where technology empowers our people, opens doors for our community, and drives evidence-based decisions that serve the Georges River for generations."

Our Four Pillars: 2026 – 2030

Our strategy is structured around four pillars, each pillar represents a major area of focus, and each connects to the others.

The Strategy is underpinned by four interconnected pillars that guide our investment and decision making:



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Pillar 1: Seamless Community Services

Pillar 1 focuses on making Council services easier to access, understand and use. It is about putting the community at the centre of service design, so people can interact with Council in simple, consistent and convenient ways. By improving how services are delivered, online and in person, Council aims to build trust, reduce frustration and ensure everyone can access the support they need, when and how it suits them.

Program Of Works:	Scheduled
Community Digital Portal: Review all community-facing digital channels and portals, then scope and procure a single, accessible digital portal as the primary way residents interact with Council online	2026/27 to 2027/28
Integrated Payment Gateway: Implement Council-wide integrated payments so residents can pay for any Council service in one place, securely.	2027/28
Customer Relationship Management (CRM) Portal: Assess and procure a Customer Relationship Management (CRM) platform so staff have a complete view of every resident interaction, meaning residents never have to repeat their history.	2027/28 to 2028/29

AI Customer Self-Service & Chatbot: Build a clear roadmap for AI-assisted community self-service, but only once the portal, CRM, and governance foundations are in place. AI comes after the fundamentals, not before.	2030/31
In Person Self-Service Kiosk Pilot: Establish a digital inclusion programme to ensure residents without digital access or confidence can still engage with Council effectively.	2029/30

Pillar 2: Unified Data and Performance

Pillar 2 focuses on using data more effectively to support better decision-making and long-term sustainability. By improving how information is shared, managed and used, Council can identify issues earlier, respond more quickly and direct resources where they will have the greatest impact. Clear, reliable data supports efficient services, reduces duplication and helps ensure public funds are used responsibly and transparently.

Program Of Works:	Scheduled
Application Rationalisation Program: Audit all applications and platforms currently used by Council, what they cost, what they do, whether they overlap, and what their integration risks are.	2026/27
Enterprise Process Mapping & Standards: Map and standardise the key business processes across all directorates. You cannot automate what you haven't understood.	2026/27 to 2027/28
Data Governance Framework: Establish a data governance framework so that everyone in the organisation knows how data should be managed, who owns it, and how accurate it needs to be.	2026/27
Enterprise Data Platform & Self-Service Analytics: Build a single, governed data warehouse that brings together information from across Council's systems into one reliable source of truth. turns data we already have into insight we can actually use. 2029/30	2027/28 to 2029/30
Workforce & Resource Planning Platform: Build an analytics platform so managers can access meaningful performance reports without needing IT to produce them.	2029/30
Enterprise PMO & Portfolio Governance:	2026/27

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Establish an Enterprise Project Management Office (PMO) to oversee and coordinate this entire programme of work.	
Business Process Automation (BPA) Program: Implement business process automation, starting with high-volume, low-complexity tasks where the gains are clearest.	2028/29 to 2030/31

Pillar 3: Workforce & Digital Capability

Pillar 3 focuses on building a confident, capable workforce that can adapt to ongoing digital change. By investing in staff skills, knowledge and modern tools, Council can ensure services are delivered efficiently, accurately and consistently. A digitally ready workforce helps reduce errors, supports smooth service delivery and ensures the community continues to receive reliable services as technology evolves.

Program Of Works:	Scheduled
Digital & AI Literacy Program: Design and deliver a council-wide digital and AI literacy programme, aligned to the platforms we are rolling out. Target: every staff member completes training by 2030. Develop structured digital onboarding for new staff so they can hit the ground running	2026/27 To 2029/30
Digital Champions & Change Network: Create a Digital Champions Network, people embedded within each business unit who support their colleagues through change and provide feedback on what's working. Embed change management as a standard part of every major project, not an optional extra.	2027/28 To 2030/31
Product & System Ownership Model: Assign formal business owners to all major systems, people accountable for how those systems are used, not just IT owners maintaining the infrastructure.	2027/28
Enterprise Knowledge Platform & AI Search: Build an enterprise knowledge platform so that critical information about how our systems and processes work is captured and accessible to everyone, not held in the heads of a few individuals.	2027/28 To 2029/30

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Pillar 4: Modern and Resilient Technology

Pillar 4 focuses on strengthening the technology foundations that support Council services. By modernising core systems, strengthening cyber security, and setting clear rules for how technology and artificial intelligence are used, Council can operate safely, reliably and responsibly. Modern, well-governed technology enables ongoing improvement, supports compliance, and ensures Council can adapt as community needs and technology continue to change.

Program Of Works:	Scheduled
Core Application Modernisation & Migration: Undertake the ERP review, market test, and replacement programme. This is the single most significant technology decision Council will make in this strategy period, and it will be approached with the care and rigour that warrants. Progressively retire and replace legacy systems using a structured modernisation roadmap informed by the application audit *(see ERP section earlier in this document for breakdown of this project)*	2026/27 To 2030/31
Technology Governance & Policy Framework: Establish a technology governance framework, clear policies for AI use, cyber security, vendor management, and data so everyone knows the rules and why they exist.	2026/27
AI Strategy & Responsible AI Adoption Program: Develop an AI Strategy and Responsible AI Policy, endorsed by Council, before any AI platform is deployed. The policy comes first.	2026/27 To 2027/28
Cyber Security & Infrastructure Resilience Maintain and expand our independent cyber security audit programme, with all recommendations implemented and reported to Council's Audit, Risk & Improvement Committee (ARIC). Deliver ongoing cyber security awareness training for all staff.	2026/27 To 2027/28
System governance and Compliance Monitor and respond to changes in legislation and government policy to keep our systems compliant.	Ongoing

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Modernising Council's Core System

Why our core system matters

One of the most important actions in this Strategy is the review and market testing of Council's core business system, known as the Enterprise Resource Planning (ERP) system. Because this system supports many essential Council functions, it is addressed separately to clearly explain its importance before outlining the wider delivery program.

What is an ERP?

An Enterprise Resource Planning (ERP) system is the main system that supports Council's day-to-day operations. It can be used for key functions such as finance, property and rates, assets, payroll, human resources and procurement. Most Council services rely on this system in some way.

Complexity and Risk

Modernising Council's core business system is a significant change that affects systems, processes and staff across the organisation. Experience from other NSW councils shows these projects can involve risks such as delays, higher costs and service disruption if not carefully managed.

Some functions carry higher risk due to their impact on essential services.

Because of their importance, any changes to these systems must be carefully planned. This includes checking data accuracy, running old and new systems in parallel, and completing thorough testing before changes are finalised. Errors in these areas could lead to incorrect rates, delays in approvals, legal risk and loss of community confidence. This Strategy therefore adopts a careful, staged approach with strong oversight to protect critical services while enabling long-term improvement.

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Defining system boundaries

A critical part of any ERP program is deciding how different business functions interact with the core system, and which capabilities are best supported directly within the ERP versus through connected specialist systems.

Experience across local government shows that challenges arise when either:

- an ERP is expected to manage functions it was not designed for, or
- systems are fragmented without clear integration and data ownership.

Establishing clear and appropriate system boundaries helps maintain efficiency, manage risk and support future change. The aim is not to include as much as possible in the ERP, but to ensure each function is supported in a way that best reflects its operational, regulatory and user requirements. Poor decisions about system boundaries are a common cause of delays, cost overruns and frustration for staff and the community. For this reason, Council is taking a deliberate, evidence-based approach. The table below sets out key functional considerations for a select number of common ERP areas. each area. The functions are shown in an approximate order from higher to lower complexity, based on factors such as regulatory

requirements, financial risk and reliance on other systems. This context helps explain why different areas may have different needs and supports a more informed approach to system design.

Function / System	Considerations
DA and Planning	Governed by NSW planning legislation and Planning Portal requirements. Involves statutory timeframes, regulatory decision-making, complex workflows and strong reliance on accurate land and property data.
Payroll	Highly rules-based and sensitive to error. Requires accurate interpretation of NSW Local Government Award conditions, complex pay and leave rules, and strict compliance requirements.
Property and Rating	Manages Council's primary revenue streams. Involves complex rating rules, valuations, adjustments and supplementary processing, with strong integration requirements across finance and planning systems.
Finance	Central financial control function. Requires real-time general ledger posting, strong audit integrity and compliance with NSW local government statutory reporting obligations.
Human Resources	Supports workforce records, position management and organisational structure. Requires accurate data and strong alignment with payroll and workforce reporting.
Asset Management	Combines financial asset registers with operational lifecycle information. May involve field activities, asset hierarchies and condition tracking alongside depreciation reporting.
Contracts Management	Complexity varies based on contract volume and diversity. Requires tracking of values, terms, variations and expiries, with links to procurement and financial data.
Procurement and Purchase Orders	High-volume transactional activity with approval workflows and budget controls. Requires timely financial posting and spending visibility.
Permits and Licensing	Rule-based regulatory workflows and approvals. Requires public-facing interaction and accurate fee processing, with integration to financial systems.
Customer Requests / CRM	Focused on managing enquiries and service requests across multiple channels. Requires visibility of customer history and service status, with data exchanged between systems.
Fleet Management	Operational tracking of vehicles, maintenance and compliance. Requires cost attribution and links to asset and financial records, with comparatively lower regulatory complexity.
Document and Records Management	Governed by NSW State Records obligations. Focuses on retention, security, access and auditability rather than transactional

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Delivering the Strategy

How technology decisions are assessed

Delivering this Strategy requires a consistent and structured way of assessing technology options over time. Technology decisions vary in size, complexity and impact, so applying a common assessment approach helps ensure decisions are well-reasoned and aligned with Council's long-term needs.

Rather than assessing systems in isolation or on a case-by-case basis, Council considers each option against a shared set of guiding principles. These principles support balanced and evidence-based decision-making and help clarify trade-offs between cost, risk, capability and long-term sustainability.

Used together, the principles provide a clear framework for comparing options and understanding where investment is likely to deliver the greatest value for the community, the organisation and Council's financial position. They help ensure decisions are practical, proportionate and appropriate to the scale of change being considered. In broad terms, system assessments consider:

#	Principle
P1	Prioritise self-service for residents and staff where it improves access and efficiency.
P2	Meet legal, regulatory and compliance requirements.
P3	Maintain strong data governance, including accuracy, security and a single source of truth.
P4	Prefer standard, well-supported solutions over extensive customisation.
P5	Keep core systems current, stable and secure before adding new functionality.
P6	Focus resources where they deliver the greatest benefit rather than spreading effort too thinly.
P7	Apply financial discipline to all technology investments.
P8	Assess security, compliance and operational fit before committing to any solution.
P9	Build workforce capability and introduce new technologies in a controlled way.

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These principles are applied consistently, regardless of whether the decision involves a small enhancement or a major platform change.

Recognising the different scales of changes

Technology initiatives vary widely in size, complexity and impact. Some involve minor configuration changes, while others affect how Council operates across multiple services.

Recognising this difference helps explain why:

- some initiatives can be delivered quickly with minimal oversight, and
- others require staged planning, stronger governance and longer timeframes.

To support this, technology initiatives are generally considered across four broad levels. This framework, below, helps match each initiative to the appropriate level of planning, approval and risk management.

Level	What it involves	Typical timeframe*	Governance	Examples
Minor change	Small adjustments to existing systems	Days to weeks	Manager approval	Form changes, access updates
System update	Planned upgrades or patches	Weeks	IT and Director oversight	Platform upgrades
New software	A new system for one business unit	Months	Director and Executive approval	Team-specific tools
Enterprise system	Organisation-wide systems or replacement of core platforms	Multi-year	Executive and Council approval	ERP, whole-of-Council CRM

**Timelines are indicative and depend on scope, readiness and vendor factors*

Managing Change and Communication

Some technology changes are larger and more complex than others. Enterprise-level systems support multiple business areas and underpin critical financial, regulatory and service functions. Because these systems are tightly connected, changes must be carefully planned, sequenced and tested to manage risk and avoid disruption.

Large technology changes can affect how services are delivered, so they will be introduced progressively rather than all at once. Major systems will be delivered in stages, with each stage tested and stabilised before the next begins. This approach allows issues to be identified early and supports a smoother transition for both staff and the community.

All significant system changes will include appropriate training and support so staff are confident using new systems. Support will be provided before, during and after systems go live.

Clear communication is also essential. When changes affect how the community or staff interact with Council, information will be shared clearly and early. This will explain what is changing, why the change is happening, how long it is expected to last, and what alternatives are available if needed. Communication will use both digital and non-digital channels to ensure information is accessible to everyone.

Roles and Responsibilities

Delivering a strategy of this scale requires clarity about decision-making and accountability, while allowing governance arrangements to mature over time. The roles outlined below describe how responsibility is expected to sit within Council's existing structure as the Strategy is delivered.

These roles do not represent new positions created for this Strategy. They provide a practical view of how decisions, oversight and delivery responsibilities connect, recognising that arrangements may evolve as the strategy progresses.

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Role	Role in delivering the Strategy
Council	Endorses the Strategy, informed by community feedback, and provides oversight and approval for significant digital investments and enterprise-level initiatives.
Executive Team	Provide overall sponsorship of the Strategy, set priorities across the organisation, and act as an escalation point for significant issues or changes in direction.
Chief Information Officer	Accountable for coordinating delivery of the Strategy and reporting on progress, risks and emerging issues to the Executive Team.
Project sponsors	Senior leaders assigned to significant initiatives, responsible for ensuring projects remain aligned to the intended outcomes and organisational priorities.
Business owners	Leaders within business areas who are accountable for how systems are adopted and used. Business owners support testing, adoption and benefit realisation within their areas.
Information Management & Technology (IMT)	Provides technical advice, delivery support and ongoing system management. Ensures new initiatives align with Council's technology, security and data standards.
Audit, Risk and Improvement Committee (ARIC)	Provides independent oversight of governance, risk and assurance for major initiatives, with periodic reporting to support transparency.
External partners	Provide specialist support where required. External partners operate within Council's governance arrangements and support, rather than replace, internal decision-making.

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Accountability

Clear ownership is essential, but it must be practical and proportionate to the stage and scale of each initiative. For major initiatives, an accountable project sponsor and business owner are expected to be identified early as part of planning and approval processes. Programme coordination (Enterprise PMO / equivalent) may be established based on scale of initiative.

Progress will be monitored at a programme level and reported regularly to the Executive Team, with periodic updates provided to ARIC and Council as appropriate.

The Strategy will be reviewed annually to confirm priorities, reflect delivery experience and respond to changes in community expectations, risk and the technology environment. This approach recognises that governance arrangements will continue to strengthen as delivery progresses.

Investment and Affordability

Overview

This Strategy describes the direction and scale of effort required to improve Council's digital capability over time. It does not set budgets or funding commitments. Instead, it helps explain where effort is likely to be focused and why digital investment is planned in stages.

Technology investment is different from many other Council assets. Unlike roads or buildings, digital systems require ongoing funding to operate, maintain and keep secure. Understanding this helps explain why Council is careful about committing to new technology and why not all initiatives can be delivered at once.

Any major initiative will still follow Council's usual planning, business case, budget and approval processes before work begins.

How technology costs work

Technology investment today is largely ongoing, not one-off. Technology is often expected to become cheaper over time, but in practice the opposite is often true. Key reasons include:

Subscription pricing	Most modern software is paid for annually. Once adopted, these costs continue for as long as the system is used and usually increase each year.
More capability and compliance	New systems include stronger security, privacy and compliance features than older systems. This makes them more capable, but also more complex to implement and maintain.
Systems must work together	Council relies on many systems sharing data. Designing and maintaining reliable connections between systems requires ongoing effort and specialist skills.
Cyber security is continuous	There is no point at which cyber security is "finished". Protection must be monitored and improved each year as threats evolve.
Limited market choice	The local government software market is smaller than it once was, reducing competition and limiting pricing flexibility.

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Working with financial limits

Council operates within real financial constraints. Investment in digital capability must compete with funding for essential services such as roads, parks, facilities and community programs.

As a result:

- initiatives are prioritised and staged
- essential systems must be kept secure and operational first
- improvements that reduce long-term costs or improve community experience are considered next

Not all desirable improvements can be delivered immediately. Some may be deferred or delivered in stages, depending on funding availability and organisational capacity.

This Strategy will be reviewed annually to ensure priorities remain achievable and aligned with Council's financial position.

Resourcing and capability

Delivering the Strategy is not just about technology. It also requires time and involvement from staff across the organisation to define requirements, test systems, support change and use new tools effectively.

As delivery progresses, Council will balance:

- building internal capability
- using targeted external support where specialist skills are needed
- retaining knowledge within the organisation

External specialists may be used for short-term or highly technical work, such as security reviews or data migration. Their role is to support Council staff, not replace internal ownership.

What this means in practice

This approach allows Council to:

- progress digital improvement steadily
- avoid committing to costs before they are understood
- manage risk and disruption
- balance ambition with affordability

It supports responsible long-term investment, while ensuring essential services remain reliable and accessible.

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Asset Management Strategy



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Introduction

What is the Asset Management Strategy?

The Asset Management Strategy (AMS) forms part of the Resourcing Strategy and highlights key elements of the Strategic Asset Management Framework (The Framework). The AMS provides an overview of the structures, management processes and principles applied to ensure sustainable delivery of Council's infrastructure assets.

Strategic Asset Management Framework

Council's Strategic Asset Management Framework consists of several components including an Asset Management Policy, Asset Management Strategy and Asset Management Plan (AMP) for individual asset classes. The Asset Management Strategy is provided in the Resourcing Strategy along with relevant sections of the Plans. This allows the document to be presented to facilitate understanding and engagement with the community.

The Framework works to deliver on Section 8B of the Local Government Act 1993, to ensure sound financial management. Georges River Council is committed to ensuring that the community of today receives quality infrastructure and that sufficient funds are directed to maintain these assets for future generations.

Infrastructure Asset Management Policy

Georges River Council's Infrastructure Asset Management Policy outlines the principles for managing Council's infrastructure assets. These principles ensure responsible management of assets owned and/or administered by Council to deliver sustainable social, environmental, and economic outcomes for the ongoing benefit of Georges River Council and our community.

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The general principles of the Infrastructure Asset Management Policy are as follows:

- Life cycle management
- Evidence based decision making
- Sustainable financial management
- Stakeholder engagement
- Risk management
- Place-based approach
- Culture of responsible asset management; and
- Prioritise asset renewal.

Asset Accounting Policy

Council's Asset Accounting Policy guides the management of Council's assets. The Policy defines the Council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

The general principles of the Asset Accounting Policy are as follows:

- Existing assets are managed efficiently
- Decisions regarding the acquisition of new assets and the sale, disposal and maintenance of current assets are undertaken transparently; and

- Accounting records and financial statements are prepared and maintained in accordance with the applicable accounting standards and legislative reporting requirements.

Asset Management Strategy

Georges River Council's Asset Management Strategy has been developed in the context of the following key questions:

- **What have we learnt?** – Reflecting on key learnings from past years and best practice
- **What does our current infrastructure asset portfolio look like?** – A snapshot of Council's assets in terms of quantity, condition, and value.
- **Where do we want to be?** – Defining the desired future state and strategic outcomes.
- **How will we get there?** – Outlining the strategies, actions, and performance measures to close the gap between our current and desired positions.

Building the 10-year Asset Management Plans (AMPs)

Council now has 10-year AMPs to guide our asset decision making. These plans cover Transport, Open Space, Stormwater, and Buildings. These Plans have been developed from the ISO 55000 series which aims to help organisations align their asset management strategies with their overall business objectives, ensuring that long-term plans are integrated with the organisation's goals. Over the past 12 months, these Plans have been used to guide officer recommendations with a focus on optimising performance, costs, and risks of assets. The content of these Plans is always being improved upon as additional asset information is gathered.

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Part of Councils' commitment to informed and transparent decision making includes focused inspection programs. Over the last 12 months Council has undertaken the following asset inspections and condition assessments:

- Road Pavement Condition Assessment, including specific location inspections where failures were identified
- Building Inspections
- Retaining Walls
- Footpaths
- Traffic Facilities
- Lux lighting levels at turf sports fields
- Marine Assets
- Quarterly Playground Inspections
- CCTV of the stormwater network at areas of concern

Emerging Global Asset Management Trends

Global asset management practices are evolving rapidly in response to fiscal pressure, ageing infrastructure, and rising community expectations. These trends are reshaping how councils plan, fund, and manage infrastructure assets over the long term, with significant implications for financial sustainability and Long-Term Financial Planning (LTFP):

- **Increased focus on whole-of-life costing and asset sustainability:** Councils globally are shifting from short-term capital investment decisions to lifecycle-based asset management. This includes understanding total ownership costs, renewal profiles, and long-term operating impacts to ensure assets remain affordable and fit for purpose over their full lifecycle.
- **Growing asset renewal and maintenance funding gaps:** Many local governments face structurally underfunded asset bases, driven by historic underinvestment and escalating construction costs. Financial planning must prioritise critical renewals, manage backlog risk, and explicitly link asset condition, service levels, and funding affordability.
- **Integration of asset management and financial planning:** Best-practice councils are tightly integrating asset management strategies with LTFPs and service planning. This alignment ensures capital investment, depreciation funding, reserves, and debt strategies are coordinated to support sustainable service delivery without placing undue burden on future generations.
- **Use of data, analytics, and digital asset systems:** Advances in asset data platforms, condition monitoring, and predictive analytics are improving decision-making. Councils are increasingly investing in systems that support evidence-based capital prioritisation, risk-based renewal planning, and transparent reporting of asset performance and financial exposure.
- **Responding to climate risk and resilience in asset portfolios:** Climate impacts are accelerating asset deterioration and changing design standards. Financial asset planning must consider climate adaptation costs, resilience upgrades, and long-term liability exposure, ensuring future funding strategies reflect increased risk and asset vulnerability.
- **Balancing service levels with affordability:** Community expectations for high-quality infrastructure continue to rise, while revenue growth remains constrained. Councils must clearly articulate trade-offs between asset service levels, renewal timing, and affordability, supported by transparent financial modelling and community engagement.
- **Smarter capital investment and funding strategies:** Councils are exploring alternative funding mechanisms, including prudential borrowing, grant optimisation, asset rationalisation, and co-investment models. Strategic use of debt and reserves is increasingly critical to managing capital smoothing and intergenerational equity.
- **Governance, accountability, and reporting maturity:** There is increasing global emphasis on strong governance over infrastructure decisions, including clear asset ownership, risk management, and performance reporting. Robust asset and financial governance frameworks improve decision transparency, support audit outcomes, and strengthen community trust.

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What does our current infrastructure asset portfolio look like?

Georges River Council manages approximately $1.6 billion of infrastructure assets that provide essential services to our community. These assets include roads, traffic facilities, buildings, footpaths, drainage, and passive and active open space. The level of service delivered by these assets is largely determined by the way they are maintained and managed. The following sections provide a snapshot of Council's Infrastructure Asset portfolio:

Asset Inventory

Asset Class	Asset Quantity	Asset Class	Asset Quantity
Roads	398km	Buildings	209
Kerb & Gutter	787km	Investment Buildings	2
Footpaths	499km	Parks & Reserves	272
Traffic devices	1,592	Playground & Fitness Equipment	902
Carparks	103	Open Space assets	4,588
Streetlights	9,311	Foreshore infrastructure	65
Bus Shelters	106	Stormwater Drainage	254 km
Retaining Walls	246	Stormwater – Pollution Devices	132

Table 1: Infrastructure Asset Inventory

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Council's Infrastructure Asset Inventory maintains details of fair and replacement value, accumulated depreciation, useful life and carrying amount for each asset and asset class, along with historical information relating to revaluation and impairment.

Asset Condition

The condition rating system, which is used by Council to manage Infrastructure Assets, is summarised below and is based on IPWEA Practice Notes.

Condition	Condition Score	Description
Good	1	**Very Good:** free of defects, only planned and/or routine maintenance. Only Normal Maintenance Required
	2	**Good:** minor defects, increasing maintenance required plus planned maintenance. Minor Maintenance Required.
Fair	3	**Fair:** defects requiring regular and/or significant maintenance to reinstate service. Significant Maintenance Required to Return to Acceptable Service Level.
Poor	4	**Poor:** significant defects, higher order cost intervention likely. Significant Renewal/Upgrade Required.
	5	**Very Poor:** physically unsound and/or beyond rehabilitation, immediate action required. Asset / Component Requires Replacement.

Image 1: Condition rating IPWEA

Asset Value

The table below displays the value of major asset classes where:

- ***Replacement Cost*** is an asset's initial acquisition cost or revalued amount, without deducting accumulated depreciation.
- ***Accumulated Depreciation*** *refers to the accumulated reduction in the value of an asset over time.*
- ***Fair Value:*** *(Net carrying amount in Financial Statements)* The amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
- ***Annual Depreciation*** is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciation is the measure of 'using up' or consumption of the asset, in providing that asset to the community and is measured on an annual basis.

Major Asset Class	Replacement Cost ($,000)	Accumulated Depreciation ($,000)	Fair Value ($,000)	Annual Depreciation ($,000)
Buildings	$ 379,905	$109,492	$270,413	$6,711
Buildings - Investment	$ 29,428	$0	$ 29,428	$0
Transport	$628,751	$252,912	$375,839	$7,753
Footpaths	$125,255	$62,031	$63,224	$1,474
Stormwater Drainage	$279,990	$134,392	$145,598	$1,576
Open Space & Recreation	$161,352	$67,950	$93,402	$7,459
Total	**$1,604,681**	**$626,777**	**$977,904**	**$24,973**

Table 2: Value of Infrastructure Asset Inventory (Figures from the 30 June 2025 Statement of Financial Position)

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Asset Classes

This document covers Transport Assets, Open Space Assets and Building Assets with varying levels of data confidence; the roads asset class has the highest level of confidence as data capture is based on electronic data methods, whilst Buildings and Open Space is based on visual valuation-based data. Work is continuing to better understand Council's underground Stormwater Asset inventory.

The provision of adequate financial resources ensures that Council's infrastructure assets are appropriately managed and preserved. Financial provisions that fall below required levels create long-term funding pressures and, if sustained, create the need for significant "catch-up" expenditure in future years. Additionally, deferred asset renewal results in increased and escalating reactive maintenance as aged assets deteriorate at increasing rates.

Funding Scenarios

Long-Term Financial Plan (LTFP)

This plan projects revenues, expenses, and financial position over a 10-year period and aims to ensure the overall financial health of an organisation by identifying long-term trends, potential risks, and strategic financial goals and helps in making informed decisions about resource allocation.

Asset Management Plans (AMPs)

These plans for open space, stormwater, transport and building asset categories focus specifically on the management of infrastructure assets. It aims to maintain and improve the condition of assets over their lifecycle in a cost-effective manner. The AMPs include strategies for maintenance, renewal, and replacement of assets. The AMPs outline the funding required to achieve desired levels of service and asset performance.

Interconnection

- **Asset Management desired renewal funding:** this is the funding required each year to renew assets reaching intervention level and retain an average of good condition (2-3) as per the AMPs.
- **Asset Management desired expenditure funding (operation, maintenance, renewal):** To determine the required maintenance expenditure, Council has opted to use a 'percentage of replacement cost' approach based on asset condition. This is consistent with the International Infrastructure Management Manual and other industry standards.
- **LTFP:** The adopted LTFP funding differs from that highlighted in the AMPs, it is the current funding strategy for infrastructure considering the overall financial outlook of the organisation.

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Transport Assets – a snapshot

Council relies on its large portfolio of Transport Assets such as roads, footpaths, kerb and gutter, carparks, bridges, retaining walls and traffic management devices to support the movement of our community. The current gross replacement value of these assets is $1.026B.

Roads are Council's largest asset to manage, both in asset quantity and asset value. An important measure of road assets is the Pavement Condition Index (PCI) and the Surface Condition Index (SCI). For footpaths and kerb and gutter, the asset condition is used to determine the assets health and remaining useful life.

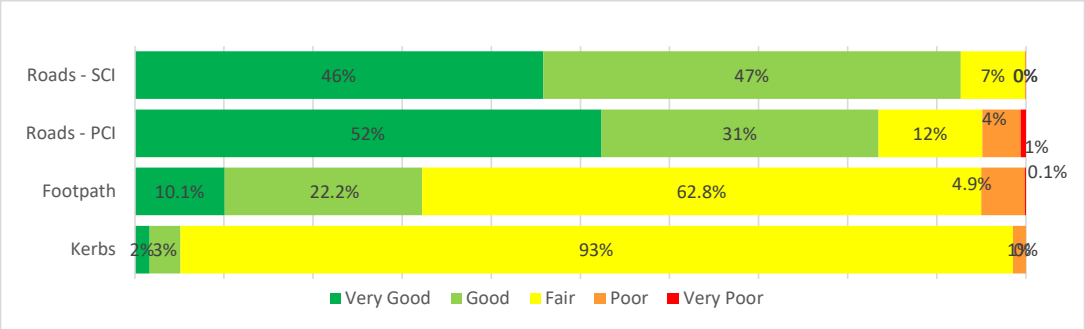


Figure 2: Condition Summary from 2023 Road Condition Assessment.

The above figure shows the 2023 Pavement Condition distribution. Based on the distribution, the majority of the network is in "Very good" or "Good" condition. In contrast, approximately 5% of the road network is in "Poor" or "Very Poor" condition.

Desired Renewal Funding

Based on an intervention level as documented in the Transport AMP for roads, modelling predicts that approximately $6.9M in funding is required in a given financial year to renew the road assets that are reaching the intervention level. For 2026/27 a road program budget has been set at $6.9M. Approximately $0.5M in funding is required for footpaths and $0.75M is required for kerb & gutter renewals. For 2026/27 budgets have been set at $0.55M and $0.5M respectively.

- **Total Desired Expenditure:** the forecast for 10-year total required expenditure (operation, maintenance, renewal) is estimated at $121M or $12.1M on average per year.
- **LTFP Planned Expenditure**: Based on the current budget, the estimated planned funding for the 10-year period is $132M or $13.2M on average per year.

Council has allocated appropriate funding for transport category assets in the Long-term Financial Plan (LTFP). Funding renewal at this level will result in Council delivering the expected level of service and maintain an average condition across the asset class no worse than the "Good" (2) condition.

Open Space – a snapshot

Open Space Assets provide opportunities for active and passive recreation, general leisure, memorials, and environmental protection. They include sport and fitness facilities, playgrounds, park furniture, hardstands, marine assets, lighting, fencing and walling, signage, and monuments. The current gross replacement value of these assets is $181M.

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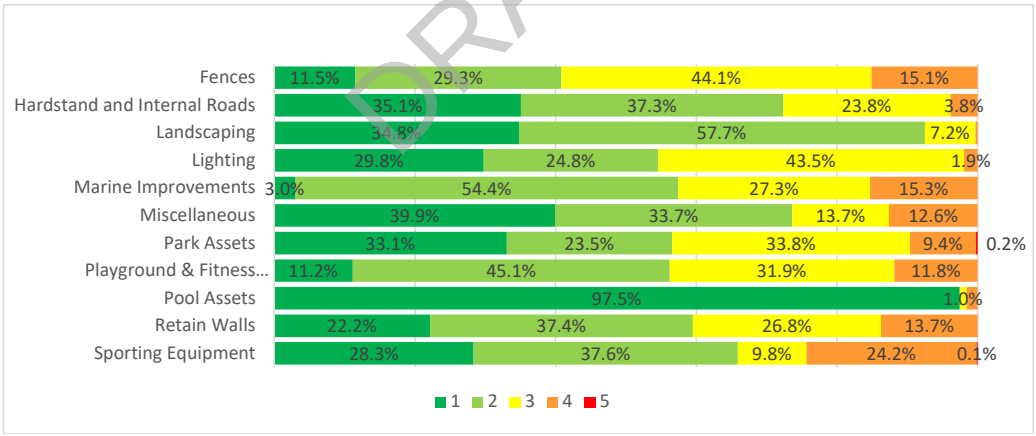


Figure 4: Condition Summary of Open Space Portfolio.

Desired Renewal Funding:

Based on an intervention level as documented in the Open Space AMP, modelling predicts that approximately $14.6M in funding is required in a given financial year to renew Open Space assets that are reaching the intervention level.

- **Desired Total Expenditure:** The forecast 10-year required expenditure for operations, maintenance and renewal is estimated at $18M on average per year.

- **LTFP Planned Total Expenditure:** Based on the current budget, planned funding over the 10-year period is estimated to average **$12.5 million per year**, representing approximately **70% of the total expenditure required** to sustain the desired technical level of service. As a result, the forecast budget for Open Space Assets indicates an ongoing funding shortfall of approximately **$5.5 million per year** against the desired total expenditure.

Based on the estimated funding shortfall of approximately $55M over a 10-year period, current renewal funding is insufficient to maintain the average network condition at the current level 2 'Good' rating. A new playspace strategy is scheduled to be completed in the current financial year and will form the basis for a sustainable approach to the long-term management of Council's playground assets. Future funding allocations across open space will be revisited following the adoption of this strategy.

Buildings – a snapshot

Council's Building Assets support Georges River Council and local community groups in delivering services to our community. Buildings are made up of multiple components; the condition distribution by component is shown in Figure 8. The current gross replacement value of these assets is approximately $393M.

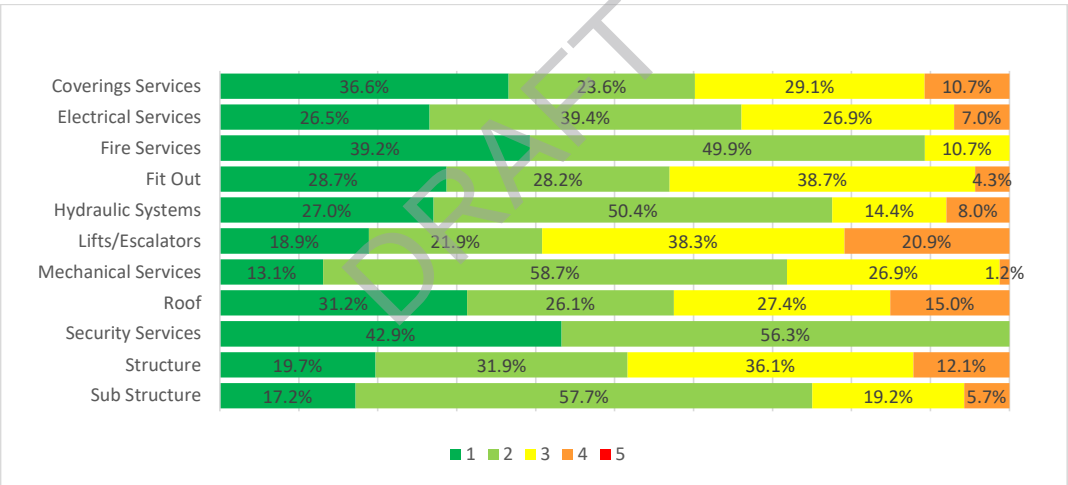


Figure 8: Building Asset component condition distribution.

The above figure shows the 2023 Building Component Condition distribution. Based on the distribution, most of the network is in "Very good" or "Good" condition. In contrast, less than 10% of the portfolio is in in "Poor" or "Very Poor" condition.

Desired Renewal Funding:

Based on the intervention level outlined in the Building AMP, modelling predicts that approximately $12.5M in funding is required annually to renew Buildings assets as they reach intervention threshold.

- **Desired Total Expenditure:** The forecast 10-year total required expenditure for operations, maintenance, renewal is $210M equating to an average of $21M per year.
- **LTFP Planned Total Expenditure:** The estimated available funding over the 10-year period is $17.1 million per year on average, representing 81% of the expenditure required to sustain the desired technical level of service. As a result, the forecast funding for building assets indicates an ongoing shortfall of approximately $3.9 million per year against the total expenditure required to maintain assets at the desired intervention level, as defined in the Asset Management Plan.

Based on the projected funding shortfall of approximately $39M over a 10-year period, current renewal funding is insufficient to maintain an average network condition at the level 2 'Good' rating. This shortfall is expected to result in increasing levels of urgent and unplanned maintenance over time. Future iterations of the Building Asset Management Plan will examine current asset utilisation across the portfolio and identify strategies to address the resulting renewal backlog.

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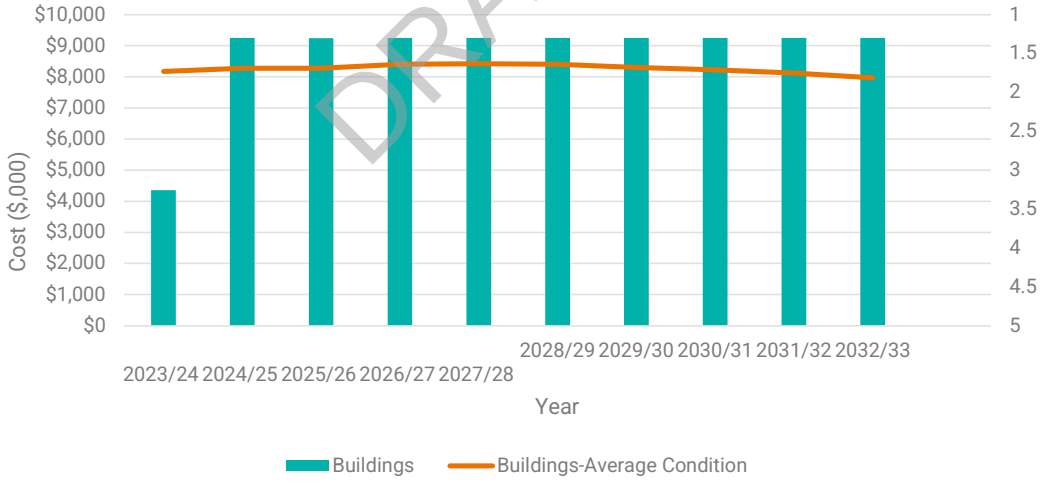


Figure 9: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

Stormwater Drainage – a snapshot

Council's Stormwater Drainage Services provide for the effective and efficient movement of water via overland flow paths and underground pipes and open channels. The current gross replacement value of these assets is $288M.

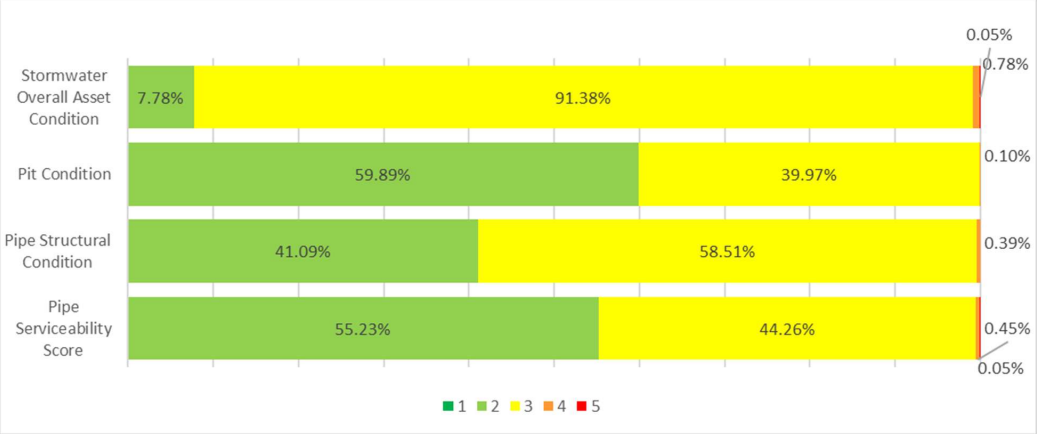


Figure 10: Current Condition Distribution as a % of replacement value for each stormwater drainage as per Report on infrastructure 30th June 2023.

Desired Renewal Funding:

Based on an intervention level as documented in the Stormwater AMP, modelling predicts that approximately $1.5M in funding is required in a given financial year to renew the stormwater assets that are reaching the intervention level.

- **Total Desired Expenditure:** The forecast for 10-year required expenditure for operations, maintenance and renewal is estimated at $21M, equating to an average of $2.1 M per year.
- **LTFP Expenditure:** Based on the current budget, planned funding over the 10-year period is estimated at $19.8 million, equating to an average of $1.98 million per year. This represents approximately 94% of the expenditure required to sustain the desired technical level of service.

Funding renewal at this level will enable Council to deliver the expected level of service in the short to medium term; however, if funding continues to remain below the required level, the average asset condition is forecast to decline from Level 2 ('Good') to Level 3 ('Fair') over the period.

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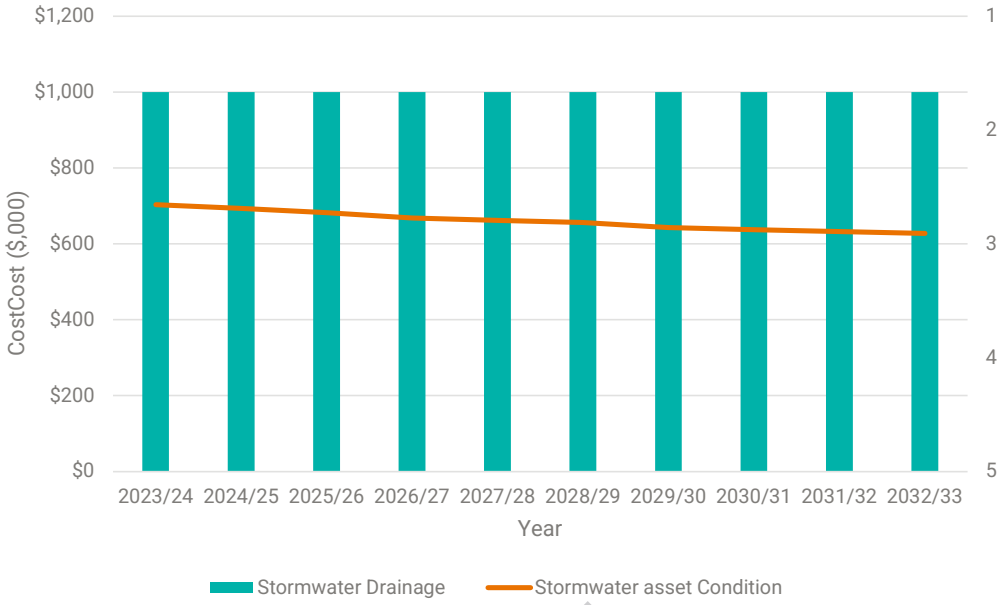


Figure 11: Forecast 10-Year Capital Renewal Funding Analysis and Average Condition by Year

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Lifecycle Management

Across all asset classes, a consistent challenge is insufficient funding to sustain services at the expected technical level of service while also accommodating demand for new services.

Works and services that cannot be provided under present funding levels are:

- Forecast renewal works, based on useful lives of assets
- All maintenance and operations required, this leads to decisions being made on operations and maintenance priorities, and the requirement to intervene earlier in asset renewals, and
- The effective maintenance of new assets.

Risk Management

Our present budget levels are sufficient to continue to manage risks in the short-medium term. The main risk consequences are:

- Public safety and risk of injury
- Decreased levels of service and service removal
- Reputation and legal risk
- Preventative maintenance not occurring, affecting the useful life of the asset

- Renewals not occurring in a timely manner, reducing the useful life of the asset.

The 10-Year Asset Management Plans (AMPs) include a Risk Plan for each asset class. Each Risk Plan identifies the service or asset at risk, potential risk events, risk ratings, treatment strategies, residual risk, and associated treatment costs.

Our Challenges

Asset Sustainability and Renewal Funding

Council manages a large and diverse infrastructure portfolio valued at approximately $1.6 billion. While many assets are currently in good condition, modelling across the 10-year Asset Management Plans identifies that renewal funding for several asset classes, particularly Open Space and Buildings, is below the level required to sustain current condition and service standards over the long term. Persistent funding gaps will result in declining asset condition, increased reactive maintenance, and growing renewal backlogs, creating pressure on future budgets and intergenerational equity.

Aging Assets ad Lifecycle Pressures

Much of Council's infrastructure was constructed over several decades and is progressively reaching renewal intervention points. As assets age, maintenance requirements increase, and deterioration accelerates if renewals are deferred. Balancing timely renewal with affordability remains a key challenge, particularly where underinvestment leads to higher long-term lifecycle costs and increased operational risk.

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Balancing Service Levels with Affordability

Community expectations for safe, accessible, and well-maintained infrastructure remain high, particularly across transport networks, open space, and community facilities. At the same time, Council faces constrained revenue growth and competing financial priorities. Clearly articulating trade-offs between asset service levels, renewal timing, and affordability is essential to ensure that asset investment decisions remain transparent, sustainable, and aligned with community priorities.

Data Confidence and Asset Information Maturity

Asset data quality varies across asset classes. Roads benefit from a high level of data confidence through electronic condition assessments, while Buildings, Open Space, and underground Stormwater assets rely more heavily on visual inspections and valuation-based information. Improving asset data accuracy, inspection regimes, and predictive modelling remains an ongoing challenge but is critical to supporting evidence-based decision-making and financial planning.

Climate Change Impacts on Asset Performance

Climate change is increasing the frequency and severity of weather events, accelerating asset deterioration and placing additional stress on drainage, foreshore, transport, and open space infrastructure. Designing, renewing, and maintaining assets to meet emerging resilience standards requires additional investment and long-term planning to manage physical, financial, and service delivery risks.

Managing Growth and Changing Demographics

Population growth, ageing demographics, and changing patterns of asset use are increasing demand for new and upgraded infrastructure, particularly in open space, transport, and community facilities. Ensuring that new assets are financially sustainable over their full lifecycle, and that developer contributions and external funding are sufficient, remains a key challenge for Council.

Workforce Capability and Capacity

Effective asset management relies on skilled staff across engineering, asset planning, finance, and service delivery. Competition for specialist skills, increasing compliance requirements, and the growing complexity of asset portfolios place pressure on Council's capacity to deliver best-practice asset management consistently within available resources.

Governance, Risk, and Long-Term Decision Making

While Council's current funding levels are sufficient to manage asset risks in the short to medium term, sustained underfunding of renewals elevates long-term risks including service disruption, public safety concerns, reputation damage, and legal exposure. Strengthening the integration between asset management, risk management, and long-term financial planning remains essential to ensuring transparent, defensible, and sustainable infrastructure decisions.

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Where do we want to be?

The Community Strategic Plan 2025– 2035

The Plan 2025 - 2035 is Georges Rivers Community Strategic Plan (CSP). The Plan identifies the following five pillars that underpin our work for the community:

1. Our community
2. Our green environment
3. Our economy
4. Our built environment
5. Our governance

Council's strategy to achieve our long-term goal for our built environment is to prioritise investment in infrastructure.

- ***Our Buildings:*** Council's buildings have been constructed over time and serve a range of purposes from civic administration, depot facilities to libraries, childcare and amenities. These buildings may be owned by Council, leased or managed to facilitate the delivery of required services to the community.
- ***Our Transport network:*** The network supports the community and visitors with access to places of work, leisure, and other destinations via public transport, active transport, and motor vehicles. The network managed to do so in a safe, efficient manner.
- ***Our Open Spaces:*** Represent a significant investment by Council and are of vital importance to providing residents and neighbouring communities with quality services. In recent times, Council public open spaces have been identified as being more valued by communities, with increasing proportions of people using their local parks and streets for walking, cycling, social interaction, and fitness. The way people use public open spaces and recreation facilities will continue to change over time for individual and small group activities, social cohesion, and connection, health, and wellbeing, and for informal recreation and access to nature.
- ***Our Stormwater network:*** Our stormwater network manages and directs rainwater runoff from urban areas. These systems collect rainwater from streets, roofs, and other surfaces, then channel it through a network of drains, pipes, and channels to natural water. This helps protect infrastructure, reduce erosion, and improve water quality by filtering out pollutants before the water reaches natural waterways.

Level of Service

Council undertakes customer surveys to understand and identify community priorities for the Georges River LGA and identify the community's overall level of satisfaction. The most recent Community Satisfaction and Wellbeing Survey, which was conducted in April 2023, offers Council a long-term measure of our performance for each asset class.

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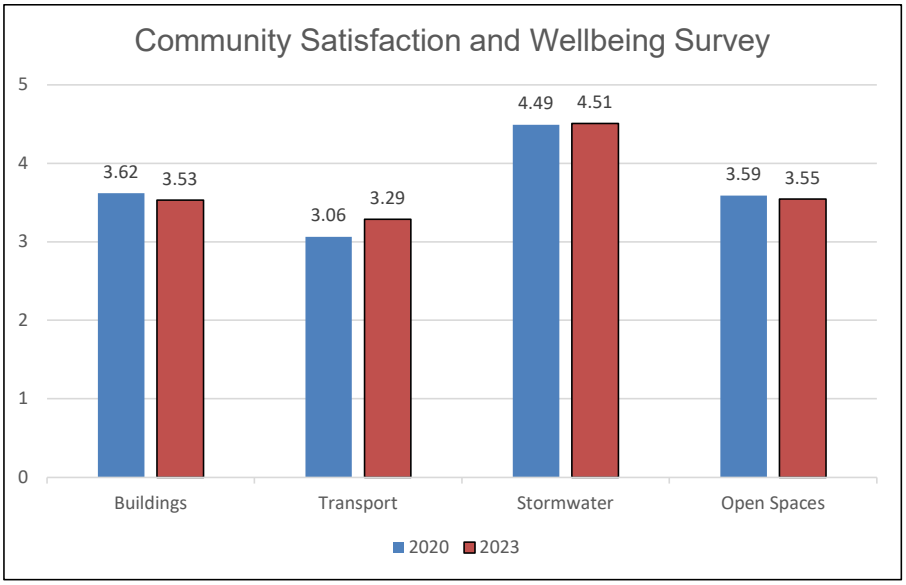


Figure 12: AMP data derived from Community Satisfaction and Wellbeing Survey 2023

Comparison of average service provision by Council across four asset classes between 2020 and 2023. A score of 1 represents 'not at all satisfied' whilst a score of 5 represents 'very satisfied'.

- Satisfaction had slightly improved with the Transport and Stormwater Servicing.
- Satisfaction had slightly declined for Buildings and Open Space Servicing.

The Community Satisfaction and Wellbeing Survey identified the following areas in need of improvement or aspiration:

- Cultural and/or artistic community, along with unusual or unique buildings and/or public space design.
- Assets and infrastrucure to cater for a growing and ageing population.
- A need to cater for additional new / upgraded aged care/ health and childcare facilities, community facilities such as libraries with new smart technology and recreational and social facilities.
- Management of congestion, the condition of local roads, cycle facilities.
- Changes in population demographics, such as the increase in older residents.
- Council to ensure adequate footpaths & bus shelters are provided in those areas, whilst an increase in younger residents will require access to cycleways and shared pathways to accommodate both demographics.
- Future focus should be on public swimming pools and public toilets.
- Recreation spaces and activities must support flexible uses, support sharing.

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- and conviviality and reduce conflict between users.
- Ease of driving and parking, along with the condition of footpaths

Due to the consistency in community satisfaction scores, Council has adopted an acceptable average condition rating of 2-3. This rating was established in 2017 after the community was presented with photographs representing each of the five condition levels for each asset type and feedback was sought as to what they felt was an acceptable standard.

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Life cycle management and expenditure forecasts

Council has a responsibility to plan and maintain assets to ensure long term sustainability.

The long-term priority presented in this strategy reflects Council's objective to manage its current inventory of assets at the identified levels of service while optimising life cycle costs.

Life cycle management involves consideration of all management options over the life of an asset from creation to disposal. This includes operational and maintenance activities, restoration and renewal activities, enhancement and finally decommissioning and disposal.

The following table presents a summary of the ten-year expenditure forecast for Council's infrastructure assets based on current renewal, operational and maintenance expenditure:

Renewal projections are an average per year.

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Financial Forecasts - 10yr Financial Projection based on required life cycle expenditure										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Required Renewal	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733
Forecast Renewal	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200
Total Shortfall	**-9,533**	**-9,533**	**-9,533**	**-9,533**	**-9,533**	**-9,533**	**-9,533**	**-9,533**	**-9,533**	**-9,533**
Table 2 Ten-year capital expenditure forecast for Council's infrastructure assets										
Required O&M	15,311	15,768	16,243	16,728	17,231	17,747	18,281	18,828	19,395	19,977
Forecast O&M	12,515	12,597	12,681	12,768	12,858	12,949	13,044	13,142	13,242	13,337
Total Shortfall	**-2,796**	**-3,171**	**-3,562**	**-3,960**	**-4,373**	**-4,798**	**-5,237**	**-5,686**	**-6,153**	**-6,640**

Table 3: Ten-year maintenance and operational expenditure forecast for Council's infrastructure assets.

Financial Forecasts - 10yr Financial Projection based on proposed LTFP										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Roads - Renewal	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Roads - O&M	1,675	1,712	1,750	1,789	1,829	1,870	1,913	1,957	2,002	2,042
Kerbs - Renewal	500	500	500	500	500	500	500	500	500	500
Kerbs - O&M	500	515	530	546	563	580	597	615	633	652
Footpath Renewal	700	700	700	700	700	700	700	700	700	700

Footpath - O&M	1,540	1,570	1,601	1,633	1,666	1,699	1,734	1,770	1,807	1,843
Stormwater Renewal	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Stormwater - O&M	300	300	300	300	300	300	300	300	300	300
Open Space - Renewal	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750	10,750
Open Space O&M	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Building - Renewal	9,250	9,250	9,250	9,250	9,250	9,250	9,250	9,250	9,250	9,250
Buildings O&M	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
RENEWAL	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200	27,200
O&M	12,515	12,597	12,681	12,768	12,858	12,949	13,044	13,142	13,242	13,337

Table 4: Ten-year financial forecasts based on proposed LTFP.

Financial Forecasts - 10yr Financial Projection based on Required lifecycle expenditure										
	2024/25	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**
Roads - Renewal	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900	6,900
Roads - O&M	1,725	1,776	1,830	1,884	1,941	1,999	2,059	2,121	2,185	2,251
Kerbs - Renewal	500	500	500	500	500	500	500	500	500	500
Kerbs - O&M	786	809	833	858	884	911	938	966	995	1,025
Footpath Renewal	700	700	700	700	700	700	700	700	700	700
Footpath - O&M	1,473	1,517	1,563	1,609	1,658	1,707	1,759	1,811	1,866	1,922
Stormwater Renewal	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Stormwater - O&M	533	548	565	582	599	617	636	655	675	695
Open Space - Renewal	14,651	14,651	14,651	14,651	14,651	14,651	14,651	14,651	14,651	14,651
Open Space O&M	3,057	3,149	3,244	3,341	3,441	3,544	3,651	3,760	3,873	3,989
Building - Renewal	12,482	12,482	12,482	12,482	12,482	12,482	12,482	12,482	12,482	12,482
Buildings O&M	7,737	7,969	8,208	8,454	8,708	8,969	9,238	9,515	9,801	10,095
RENEWAL	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733	36,733
O&M	15,311	15,768	16,243	16,728	17,231	17,747	18,281	18,828	19,395	19,977

Table 5 Ten-year financial forecasts based on required lifecycle expenditure

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Monitoring Asset Management Performance - Infrastructure Sustainability

Operation and Maintenance Ratio (current funding level as per LTFP vs required funding level): Council's forecast operational and maintenance budget over the next 10 years is below the required level to fully fund maintenance activities, resulting in an average annual O&M ratio of approximately 65%.

Renewal Ratio (current funding level as per LTFP vs required funding level): The current renewal ratio of 74% which is lower than IPWEA recommended 85%. The Office of Local Government (OLG) in NSW defines the Building and Infrastructure Renewal Ratio benchmark as greater than 100%. Council will review its asset portfolio, improve the accuracy of its asset data and review future funding allocations in future iterations of the asset management plans and strategy

Recent Council spending in asset renewal has been significantly improved by Recent Council investment in asset renewal has been significantly strengthened by refocusing capital works programs toward sustaining service delivery from the existing asset portfolio. However, the delivery of new assets through grant funding continues to add pressure to Council's capacity to fund ongoing operating, maintenance and renewal responsibilities.

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Council's infrastructure assets have very long useful lives. This means that they deteriorate at an extremely slow rate. As a result, it can take many years of underfunding asset renewal to become apparent to Council and the community; this can lead to complacency in decision making. A failure to set aside appropriate funding for assets today has a compounding effect (backlog) and will lead to the deferral of significant costs to future operating and capital budgets.

How will we get there?

Improvement Plan

To meet the challenges outlined above and ensure that Council's services and infrastructure are provided in a financially sustainable manner, Council must continue to refine our asset management practices.

Strategic Actions – Improvement Plan

The Improvement Plan outlined is a culmination of previous years' improvement plans consisting of high-level strategic actions and specific operational actions to improve asset management practices. These actions, described in table 9, are closely aligned with the CSP and Delivery Program. Class-based AMPs provide specific asset improvement actions.

Asset Management Improvement Plan

Action		Detail	Responsibility	Priority	Timeframe
1	Continue to develop transparent and responsible asset management processes that align with best practice.	Convey consistency across the Asset Management Strategy, AMP, Long Term Financial Plan, Asset Systems, data collection, condition reporting and service levels.	MSP, CFO	High	Ongoing
2	Advocate to ensure the sustainability, transparency, and intergenerational equity of community infrastructure	Councillors and Council officers will continue to advocate for consistent asset management practices.	Councillors ET MSP	High	Ongoing
3	Participate and action the Asset Management Maturity Audit	Ensure appropriate resources and support is available to implement the recommendations of the report	ET	High	25/26 – 26/27
3	Ensure accurate asset data is in Council's Asset Management System.	Review and refine asset data. This includes existing data and hierarchy as well as ongoing cyclic condition assessments.	CAM	High	26/27
4	Review end-to-end asset accounting processes from planning, operating to renewal phases.	Continue to refine asset management and accounting processes.	CFO, MSP	High	26/27
5	Develop a roles and responsibilities matrix to streamline asset management responsibilities	Define key roles and responsibilities across all asset classes to ensure appropriate decision-making controls and efficiencies	MSP	Medium	26/27
6	Advocate for the implementation of an appropriate asset management system	Review current system capabilities and undertake a gap analysis	IMT, MSP and CFO	High	26/27

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Action		Detail	Responsibility	Priority	Timeframe
7	Work towards the development of the 10-year Capital Works Program	Develop the 10-year Capital Works Program and include disposal plan including more enhanced condition assessments.	MSP	Medium	27/28

Table 9: Asset Management Improvement Plan

Key -

ET – Executive Team

CFO – Chief Financial Officer

MSP – Manager Strategic Placemaking

CAM – Coordinator Asset Management

AS – Asset Specialists

AMSC – Asset Management Steering Committee

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Long-Term Financial Plan



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Introduction

What is the Long-Term Financial Plan?

The Long-Term Financial Plan (LTFP) is a vital strategic tool used by Council to plan and manage its finances over a period of 10 years or more. As an integral part of Council's Resourcing Strategy, the LTFP provides a financial roadmap to ensure the long-term sustainability of services and infrastructure, while aligning with the objectives of the Community Strategic Plan and the Delivery Program.

The Plan ensures financial sustainability and helps Council avoid potential financial crises by incorporating financial modelling that identifies risks, tests resilience to unexpected events, and supports informed decision-making. It also provides a mechanism to identify and address financial issues early, strengthening Council's ability to maintain service levels and responsibly manage its obligations.

The LTFP is guided by the principles of sound financial management set out in Section 8B of the Local Government Act 1993. These include:

1. Ensuring Council spending is responsible and sustainable, with alignment between general revenue and expenditure.
2. Investing in infrastructure that delivers long-term community benefit and is financially viable.
3. Implementing effective financial and asset management practices, including:
    - performance reporting
    - proactive asset maintenance
    - sound funding decisions
    - comprehensive risk management
4. Considering inter-generational equity by:
    - evaluating the long-term financial impacts of policy decisions
    - ensuring the current generation funds the services it consumes

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Emerging Global Financial Sustainability Trends

Global economic and financial trends are reshaping how councils plan, invest, and deliver sustainable community outcomes. These influences are increasingly shaping the strategic direction of long-term financial planning in local government:

- **Financial resilience and sustainability:** Rising inflation, supply chain volatility, and cost-of-living pressures are impacting council budgets. LTFPs must embed strategies to ensure long-term financial resilience through scenario planning, prudent debt management, and sustainable service delivery models.

- **Infrastructure funding and renewal gaps:** Globally, public infrastructure is ageing while expectations for quality and accessibility grow. Councils must strategically manage asset renewal, lifecycle costing, and capital prioritisation to ensure intergenerational equity and fiscal responsibility.

- **Digital transformation and investment:** Increasing reliance on digital systems, automation, and smart technologies requires upfront investment and ongoing operational funding. LTFPs must account for these evolving cost profiles while ensuring digital investments deliver long-term efficiencies.

- **Climate risk and adaptation funding:** Climate change is driving increased investment in mitigation, resilience and emergency preparedness. In response, financial planning must integrate environmental risk considerations and allocate funding to support adaptation infrastructure and sustainability initiatives.
- **Community expectations and service affordability:** While ratepayers expect modern and responsive services escalating costs and constrained revenues require Council to balance service affordability, value for money and long-term fiscal sustainability.
- **Data-driven decision-making and transparency:** There is growing global emphasis on evidence-based financial planning. Councils must leverage data and performance insights to inform LTFPs, improve community trust, and support transparent, strategic decision-making.
- **Strategic use of artificial intelligence (AI) for productivity and service transformation:** The responsible adoption of AI and advanced analytics is increasingly relevant to NSW local government as a means of improving productivity, financial sustainability, and service outcomes in a constrained operating environment. Councils must consider AI investment within their Integrated Planning and Reporting (IP&R) frameworks, ensuring alignment to strategic objectives, workforce planning, data governance, ethical use, privacy, and cybersecurity requirements.

Financial Model Overview

To support long-term planning and informed decision-making, Council has developed a financial model that outlines potential future operating outcomes under varying assumptions. The model provides a framework to assess Council's financial position, evaluate possible corrective actions, and ensure services remain affordable and sustainable over time.

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The Special Rate Variation (SRV), introduced in 2021/22, ended in 2025/26. It has played a vital role in restoring Council's financial stability. From 2026/27, Council will transition back to the standard rate peg of 4.8%. While this represents a 1% reduction from the final year of the SRV, it is a more favourable outcome than previously assumed in long-term financial planning, providing a comparatively optimistic outlook. The financial model assumes that the Carss Park Aquatic Facility will be acquired and become operational at the end of 2027. The facility is projected to operate at an annual net cost of approximately $1.9 million, inclusive of depreciation. Council's capital contribution is capped at $22.5 million, which incorporates a $10 million construction contribution for the main pool, $5 million construction contribution for the learn to swim pool, $7 million site remediation expenses, and $0.5 million in costs associated with studies completed to date.

The appendices to the Long-Term Financial Plan provide detailed technical and supporting information that underpins the financial projections, assumptions and conclusions set out in the main body of the Plan.

- **Appendix 1** – Model Sensitivity and Assumption Statement documents the key assumptions applied in the Long-Term Financial Plan and explains how the financial model responds to changes in critical variables, supporting transparency around risk and uncertainty.
- **Appendix 2** – Financial Model contains the detailed long-term financial projections, including operating results, financial position, cash flows and key financial sustainability indicators, reflecting Council's adopted assumptions and policy settings.

- **Appendix 3** – Current Financial Baseline (2026/27 Budget) sets out the adopted 2026/27 Budget as the starting point for long-term projections, linking current financial commitments to future-year forecasts.

Together, these appendices provide assurance that the Long-Term Financial Plan is robust, evidence-based and clearly aligned with Council's adopted budget, financial policies and Integrated Planning and Reporting framework.

Our Challenges

Financial Sustainability

Long-term financial sustainability is critical to maintaining services, renewing infrastructure, and meeting future community needs. Although Council has achieved operating surpluses in recent years, projected expenditure is expected to outpace income over the next decade. The Special Rate Variation (SRV) helped stabilise finances but concluded in 2025/26, reducing income unless future rate increases align with rising service costs. Inflation and higher-than-forecast wage growth may further widen the budget gap and impact Council's ability to maintain a sustainable financial position.

Assets and Infrastructure

Council is responsible for a large and ageing asset portfolio. Underinvestment in renewal can lead to costly repairs or service failure. The LTFP must ensure sustainable funding for maintenance and renewal to protect community assets and avoid intergenerational inequity.

People and Culture

Attracting and retaining skilled staff in a competitive market is a growing challenge. Rising employee costs and workforce shortages can affect service delivery and financial performance. Council must plan for workforce resilience and capacity within its financial framework.

Climate Change

The financial impacts of climate-related events such as flooding, heatwaves, and infrastructure degradation are increasing. Councils must plan for both mitigation and adaptation strategies, embedding climate resilience into long-term financial modelling and asset planning.

Housing Infrastructure

Population growth and housing demand place increasing pressure on local infrastructure. Councils must manage the financial implications of development, ensuring that contributions, grants, and funding strategies are sufficient to support essential services and community facilities.

Social Cohesion

Councils play a vital role in maintaining inclusive, connected communities. Social and economic pressures such as cost of living, housing stress, and inequality can challenge cohesion. The LTFP must support programs and infrastructure that foster community wellbeing and resilience.

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Digital Transformation Costs

Modernising Council services to meet community expectations requires ongoing investment in technology, systems, and capability. While digital transformation delivers long-term efficiencies and improved service delivery, it involves significant upfront and ongoing costs.

Global Geopolitical Risk and Fuel Cost Volatility

Ongoing global conflict and heightened geopolitical instability have contributed to increased volatility in energy and fuel markets, placing upward pressure on transport, materials, and contractor costs. While the current timing of these events meant the direct financial impacts were not explicitly incorporated into this Long-Term Financial Plan, they represent a material cost risk for Council given the reliance of service delivery, waste operations, fleet, and capital works on fuel-intensive inputs. Council will continue to monitor developments and price impacts over the life of the LTFP, with the expectation that sustained increases in fuel and energy costs may influence operating expenditure, capital project costs, and future financial projections.

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Where are we now?

Current Financial Baseline (2026/27 Budget)

The 2026/27 Budget has been prepared to reflect Council's continued commitment to long-term financial sustainability. It delivers a forecast operating surplus of $2.2 million (excluding capital grants), supporting responsible fiscal management.

The Special Rate Variation (SRV) of 5.8%, introduced in 2021/22, concluded in 2025/26. As outlined in the table below, the SRV and budget strategy has been fundamental in returning Council to operating surpluses and sustainable cash levels that can be directed into asset renewal, maintenance, and assist funding of new assets.

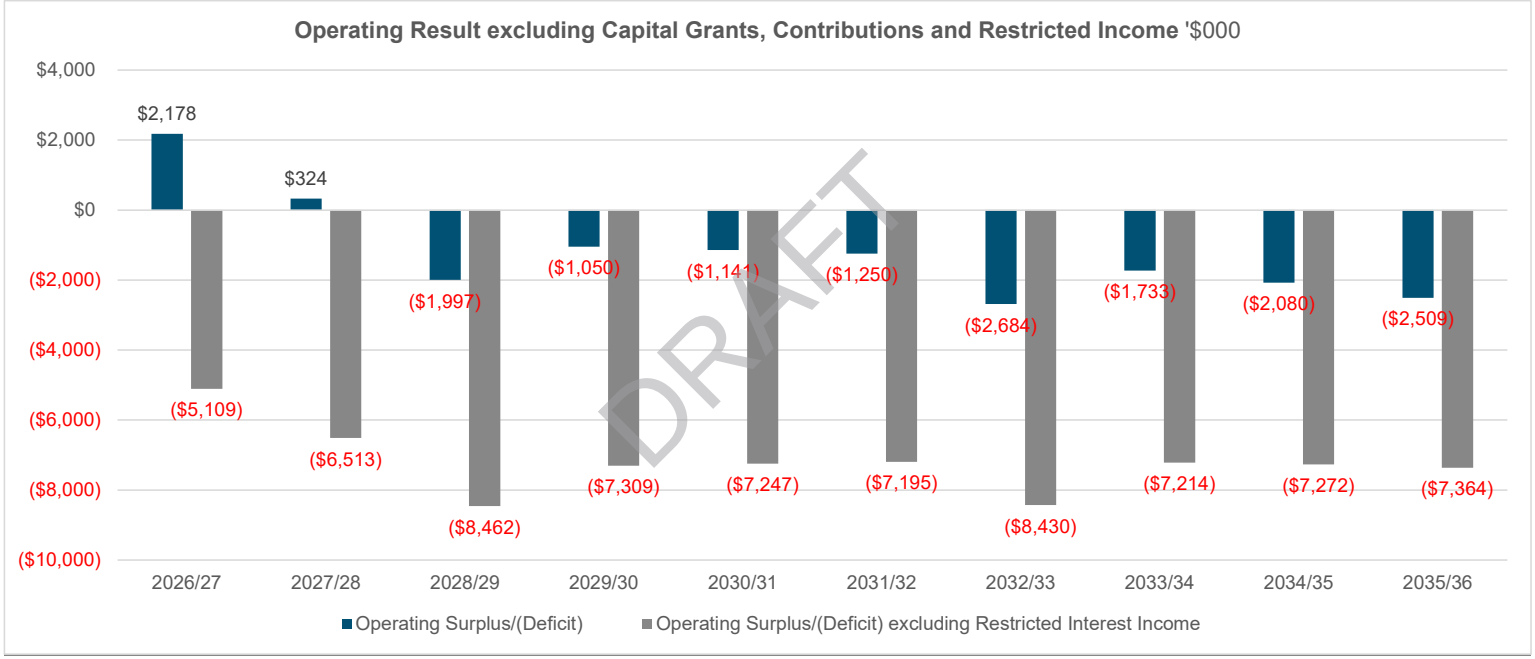
Adopted Budget Result - Surplus/(Deficit)									
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**
Georges River Council	($10.7m)	($7.9m)	($3.2m)	($4.5m)	$1.2m	$3.4m	$2m	$2.3m	$2.2m
Special Rate Variation or Rate Peg	Rate Peg	Rate Peg	Rate Peg	SRV and Rate Peg	SRV and Rate Peg	SRV and Rate Peg	SRV and Rate Peg	SRV and Rate Peg	Rate Peg
Unrestricted Cash Estimate	$1.8m	$0.03m	$7.2m	$10m	$17.7m	$22.0m	$28.9m	$30.0m	$29.2m

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Rates and Annual Charges remain the primary source of income. Council raises almost $100 million annually from residential and business rates. Rates revenue, and the extent to which Council can increase this revenue (known as the rate peg), is determined by the Independent Pricing and Regulatory Tribunal (IPART). IPART has introduced a revised methodology for setting the rate peg, which is now informed by employee cost growth, forecast inflation, council-specific movements in Emergency Services Levy contributions, and population growth. Under this framework, IPART has set the 2026/27 rate peg for Georges River Council at 4.8%.

Council's financial position remains stable, supported by consistent operating surpluses in recent years. However, forward projections indicate a move towards operating deficits over the next two to three years. This shift is primarily driven by the conclusion of the Special Rate Variation (SRV) in 2025/26, combined with rising cost pressures. These pressures largely relate to the planned acquisition of Carss Park Aquatic Facility in 2027 and escalating construction costs, which are increasing infrastructure renewal expenses and associated depreciation. While current results appear positive, they are heavily influenced by interest income from cash investments, with around 55% coming from externally restricted funds that cannot be used for general operations. After adjusting for this, Council's underlying result for 2026/27 shows a $5 million deficit, a trend expected to continue. Monitoring this trend is crucial to provide a more accurate view of financial performance.

A material shift in Council's financial outlook is the planned acquisition of the Carss Park Aquatic Facility, currently being delivered by the NSW State Government. Council will assume responsibility for operations and the asset, with an anticipated annual deficit of $1.9 million including depreciation. The financial model assumes the facility will become operational in late 2027, with the first full year financial impact reflected in the 2028/29 financial year. This introduces a new ongoing cost, and planning will be required to explore options to mitigate its financial impact and strengthen long-term sustainability.



When comparing the future years of the LTFP to the base year (2026/27), note the following:

- 2027/28 – half year impact of Carss Park Aquatic Facility ($1m deficit), rate peg drops from 4.8% to 4.0%, interest rate drops from 4.5% to 4.25%.

- 2028/29 – full year impact of Carss Park Aquatic Facility ($2m deficit), $1.1 million election expenses, rate peg 4.0%, Interest rate drops from 4.25% to 4.0%.
- 2029/30 – $1m loss in a “normalised” year. This reflects a rate peg of 4.0%, with interest rates declining from 4.25% to 4.0%. The result deteriorates slightly thereafter, largely due to an assumed increase in investment in capital asset infrastructure, including both renewals and new assets (that can be funded through Developer Contributions). The higher construction costs and the expanding asset base drive increases in ongoing maintenance and depreciation expenses.

On a positive note, Council's cash position remains strong. This has enhanced our capacity to increase investment in asset renewal, reducing reliance on external grants and developer contributions. All key financial ratios, except the infrastructure renewal ratio, currently meet or exceed industry benchmarks. However, based on existing forecasts, these ratios are expected to come under pressure in future years, reinforcing the need for a proactive approach to financial management and service planning. Priorities to address the financial challenges projected are outlined within this document.

Cash Management Trends

Cash flow and profit are both important indicators of financial performance and it is critical to acknowledge the differences when establishing financial health and in financial decisions.

Cash flow is fundamental to Council operations. It became high-risk during the COVID-19 pandemic economic distress, which was further exacerbated by Council’s historically deteriorating financial position at the time.

Council’s Cash Reserves are generally restricted into the following funds:

- 55% Externally Restricted Funds - contributions and levies received under section 7.11 and section 7.12 of the *Environmental Planning and Assessment Act 1979* and other funds. Council is statutorily obligated to restrict their use.
- 30-35% Internally Restricted Funds - funds required to be isolated, as per section 8 of the *Local Government Act 1993* which are set aside by Council e.g. asset renewal, bonds, leave entitlements, election reserve.
- 10-15% Unrestricted Funds - used as working capital to ensure the comprehensive financing of normal business operations and unforeseen events.

The following table represents the actual cash balances up to 2024/25 and the forecast balances to 2029/30.

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Cash Balances $'000										
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29
Externally Restricted	102,013	103,718	115,976	136,970	139,697	148,147	156,557	157,450	157,867	152,579
Internally Restricted	43,116	49,357	61,818	72,352	80,604	86,132	104,371	104,967	105,245	101,719
Total Restricted	145,129	153,075	177,794	209,322	220,301	234,279	260,928	262,417	263,112	254,298
Unrestricted	28	7,217	10,000	17,748	21,979	28,327	28,992	29,157	29,235	28,255
Total Cash	145,157	160,292	187,794	227,070	242,280	262,606	289,920	291,574	292,347	282,553

The table below outlines the Council's financial reserves and the purpose of use, divided into external and internal reserves.

Reserve Name	Purpose / Restriction on Use	2024/25 Closing Balance $'000
Developer Contributions	The New South Wales (NSW) local infrastructure contributions (LIC) is regulated by the Environmental Planning and Assessment Act 1979 (the Act) and the Environmental Planning and Assessment Regulation 2000.	118,211
Specific Purpose Unexpended Grants	Unspent grants received that are designated for specific outcomes as stipulated by agreement.	4,699
Domestic Waste Management Reserve	Surplus funds associated with the Waste Management Charge.	19,225
Stormwater Management	Funds associated with the collection of the annual stormwater charge.	3,168
Environmental Levy	Remaining funds that are associated with the former Kogarah City Council Special Rate Environment Levy.	93
Town Improvement Levy Funds	Remaining funds that are associated with the former Hurstville City Council Town improvement levies (Mortdale, Riverwood and Hurstville).	2,379
Infrastructure Plus	Remaining funds that are associated with the former Hurstville City Council Special Rate Variation that ceased on 30 June 2019.	372
Externally Restricted Sub-Total		**148,147**
Employee Leave Entitlements	Ensuring adequate reserves for employee leave liability (Annual Leave, Long Service Leave, etc.).	6,779
Plant and Vehicle Replacement	Funding the purchase and upkeep of Motor Vehicle and Plant Equipment.	6,379
Election	Covering costs associated with the election cycle.	984
Childcare Assets Reserve	Reinvesting surplus funds into Council's Childcare assets.	843

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Hurstville Golf Course	Funds held to co-fund future works at Hurstville Golf Course.	112
Financial Assistance Grant	Funds held to adjusting for changes in advance payment schedules.	2,872
Bonds and Damage Deposits	Maintaining sufficient cash to refund bonds and damage deposits.	4,530
Merger Initiatives Allocation	Funds accumulated through the implementation of cost saving initiatives as a result of the merger.	538
Assets, Roads and Infrastructure Management	Accumulation of funds supporting the annual infrastructure asset renewal program; roads, stormwater, transport, open space, buildings, etc.	20,727
Commercial Property	Investing in community-benefiting commercial initiatives.	17,943
Strategic Centres	Funding enhancements in Strategic Centres for community benefit.	5,743
Revolving Energy	Accumulation of cost savings via initiatives implemented through the Environmental Resilience Action plan 2022-2040.	178
Tree Preservation	Accumulation of funds through for tree management practices at Council.	1,347
Outdoor Sports Fields Renewal Reserve	Accumulation of funds for the renewal of material infrastructure.	2,314
Heritage Building Grants Program Reserve	Funds held for to support the Heritage Building Grants Program.	6
Street Lighting Project Reserve	Accumulation of funds for conversion of street lighting program and associated savings.	179
Passenger Sustainable Fleet Reserve	Accumulation of funds for the investment into Hybrid and Electric Vehicles as an alternative to conventional vehicles.	31
Waste Strategy Implementation	Accumulation of funds via the waste charge to support the resourcing of the Waste Strategy Implementation.	2,550
Net Zero Emissions	Accumulation of funds from the sale of Large-Scale Generation Certificates to be used to fund initiatives to achieve net zero emissions.	102
Pooling Contributions	Council's contribution to co-fund developer contributions infrastructure to ensure the timely delivery in line with population growth. Council's co-contribution would be capped at 50% of the total project cost, to a maximum of $2 million per project.	8,975
Carss Park Aquatic Facility Construction Contribution	Council's contribution to the construction of an Aquatic facility at Carss Park	3,000
Internally Restricted Sub-Total		**86,132**
Total		**234,279**
Unrestricted Cash	Used as working capital to ensure the comprehensive financing of normal business operations and unforeseen events.	28,327
Total Cash Reserve Balances		**262,606**

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Local Infrastructure Contribution Projects

The NSW Local Infrastructure Contributions (LIC) system enables councils to fund infrastructure needed to support new and growing communities. Under Section 7.11 of the *Environmental Planning and Assessment Act 1979*, councils can levy developers to help pay for necessary infrastructure such as roads, open space, and community facilities. In addition, Voluntary Planning Agreements (VPAs) allow councils and developers to agree on contributions outside of a contributions plan, as permitted under Section 7.4 of the Act.

As development occurs over time, there can be a delay between when contributions are collected and when infrastructure is delivered. The table below highlights the Value of works contained in s7.11 and s7.12 works schedules, at the time of adoption in 2021, with apportionment by Infrastructure types and annual CPI applied.

Value of works contained in s7.11 and s7.12 works schedules, with apportionment Infrastructure types	Total project costs	LIC Apportioned costs*	Estimated Council Contribution
Section 7.11 Works			
Open Space Upgrades	98,563	69,672	28,891
Open Space Acquisition	108,249	101,342	6,907
Recreation facilities (indoor and outdoor courts)	17,827	17,827	0
Libraries (capital works)	62,259	11,206	51,052
Libraries (resources)	2,014	2,014	0
Community Centres	25,881	16,047	9,835
Childcare facilities	6,603	6,072	531
Public Domain	104,845	15,727	89,118
Roads and intersections	31,876	4,782	27,094
Pedestrian, active transport and traffic calming	17,927	2,689	15,238
Sub-Total	476,044	247,378	228,666
Section 7.12 Works			
Open Space	3,090	3,090	0
Community Facilities	4,873	4,873	0
Public Domain	2,853	2,853	0
Transport	11,530	11,530	0
Sub-Total	22,346	22,346	0
Total costs	**498,390**	**269,724**	**228,666**
Total at time of adoption in 2021 (excluding CPI)	**419,296**	**226,918**	**192,377**

* CPI adjustments are not directly applied to Local Infrastructure Contribution (LIC) plans, as contribution rates vary depending on the type and timing of development applications. However, interest earned on the existing LIC balances is retained within the plan and helps offset rising project delivery costs over time.

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Infrastructure Assets

Council manages an infrastructure portfolio valued at approximately $1.6 billion, which underpins essential service delivery and community wellbeing. The Long-Term Financial Plan has been developed in close alignment with Council's Asset Management Strategy and 10-year Asset Management Plans (AMPs) to balance service levels, affordability, and intergenerational equity.

Overall, Council's asset base is in generally good condition, and current funding levels are sufficient to manage infrastructure risks in the short to medium term. However, the LTFP and Asset Management Plan identifies uneven financial capacity across asset classes. Transport and stormwater assets are broadly funded at or near sustainable levels, while Open Space and Building assets face structural funding gaps that, if unaddressed, are forecast to result in declining asset condition, increased reactive maintenance, and reduced long-term financial flexibility.

The LTFP reflects Council's current funding strategy, acknowledging that not all AMP-identified desired expenditure is funded within the 10-year horizon. It is assumed financial decisions are informed by financial capacity, affordability considerations, and competing service priorities. Ongoing review of service levels, asset utilisation, funding strategies, and renewal priorities will be critical to maintaining financial sustainability and managing long-term infrastructure risk.

The below highlights our current asset portfolio; however, it does not capture strategies intended to address existing infrastructure gaps. While we have a substantial number of assets requiring renewal, upgrade, or enhancement, many of these assets are legacy or pre-existing facilities that were not designed to meet current or future community expectations. A comprehensive understanding of our existing assets is essential to inform renewal priorities, guide future growth, and ensure infrastructure investment aligns with evolving service needs.

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Asset Class	Approx. Replacement Value	Desired Avg. Annual Expenditure*	LTFP Avg. Annual Funding	Funding Position	Financial Sustainability Outlook
Transport	$1.03B	$12.1M	$13.2M	Fully funded	Sustainable – condition maintained
Open Space	$181M	$18.0M	$12.5M	–$5.5M p.a.	High risk – condition decline
Buildings	$393M	$21.0M	$17.1M	–$3.9M p.a.	Medium–high risk
Stormwater	$288M	$2.1M	$2.0M	Minor shortfall	Manageable short–medium term
Total	**$1.6B**	—	—	—	Mixed sustainability profile

Council's Strategic Property Holdings — Classification and Long-Term Intent

The following tables set out the long-term intent for all properties held by Georges River Council that are subject to lease or licence arrangements. Properties are classified either as Infrastructure, Property, Plant and Equipment (IPPE) under AASB 116, or as Investment Property under AASB 140, depending on the primary purpose for which they are held.

Operational and Community Property Holdings (AASB 116)

The properties listed below are classified as IPPE under AASB 116. They do not meet the definition of investment property under AASB 140, as each is held for strategic, civic, community, or infrastructure purposes rather than primarily to generate rental income or capital appreciation

Property	Key Characteristics	Land Classification	Current Long-Term Strategic Purpose
2 Belgrave Street, Kogarah	Former Kogarah Civic Centre. Multi-storey mixed-use building. B4 Mixed Use zone.	Operational	Retained as a key asset within the Kogarah CBD civic precinct, supporting Council's long-term place-making and precinct activation objectives. Future use subject to Council's broader civic precinct planning.
1 Barratt Street, Hurstville	Two small remnant lots (~143 sqm). B3 Commercial Core zone.	Operational	Retained as part of Council's operational property portfolio within the Hurstville CBD. Long-term use to be determined as part of broader precinct planning.
12 Merriman Street, Kyle Bay (Merriman Reserve)	Community recreation clubhouse. RE1 Public Recreation zone. Adopted Plan of Management.	Community	Retained as community recreation infrastructure. Held to support public recreation and community services in accordance with the adopted Plan of Management.
1D Greenbank Street, Hurstville	Basement car park with ground floor commercial tenancy. B4 Mixed Use zone.	Operational	Retained to provide public parking infrastructure in support of the Hurstville CBD. Commercial tenancy is ancillary to the primary car park function.
319 Forest Road, Hurstville (Centennial Bakery)	Office building. Long-term commercial lease. B4 Mixed Use zone.	Operational	Retained as part of Council's operational property portfolio within the Hurstville CBD. Held for its strategic value within the precinct as part of Council's planning and place-making role. The property is also heritage listed.
36-40 Penshurst Street, Penshurst	Two small retail lots (~151 sqm). B2 Local Centre zone.	Operational	Retained within the Penshurst local centre as part of Council's planning and place-making role. Long-term use subject to broader town centre planning outcomes.

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Property	Key Characteristics	Land Classification	Current Long-Term Strategic Purpose
469 Penshurst Street, Penshurst (Torino)	Single storey office building. Long-term commercial lease. R4 High Density Residential zone.	Operational	Retained for strategic land banking within a high-density residential zone. Future use to be determined as part of broader precinct planning. The property is also heritage listed.
506 King Georges Road, Beverly Hills	Single storey office building. Long-term commercial lease. B2 Local Centre zone.	Operational	Retained within the Beverly Hills local centre as part of Council's planning and place-making role. Held for its strategic value within the local centre precinct.
6 Dora Street, Hurstville	Former church building. Currently vacant. B4 Mixed Use zone.	Community	Retained for civic precinct purposes within the Hurstville CBD. Future use subject to Council's broader civic precinct planning.
70 Vanessa Street, Kingsgrove (Jack High Childcare Centre)	Multiple lots. Community Land. RE1 Public Recreation zone. Adopted Plan of Management.	Community	Retained to deliver community services and support public recreation in accordance with the adopted Plan of Management.
84 Railway Parade, Kogarah	Multi-storey office building. Mixed commercial and community tenancies. B4 Mixed Use zone.	Operational	Retained within the Kogarah CBD as part of Council's operational property portfolio, serving both commercial and community purposes.
96 Queens Road, Hurstville (Gladwyn)	Residential detached house. R4 High Density Residential zone.	Operational	Retained for strategic land banking within a high-density residential precinct. Future use to be determined as part of broader Hurstville precinct planning. The property is also heritage listed.
Kiosk 76 Carwar Avenue, Carss Park	Recreation kiosk within Carss Bush Park. Community Land. RE1 Public Recreation zone.	Community	Retained as part of Carss Bush Park community reserve to support the activation and ongoing use of the park for the benefit of the community.
1/72 Carwar Avenue, Carss Park (Carss Park Community Centre)	Community centre. Community Land. RE1 Public Recreation zone.	Community	Retained to deliver community services as part of the Carss Bush Park precinct in accordance with the adopted Plan of Management.
143 Forest Road, Hurstville (Youth Centre)	Retail/commercial building. B4 Mixed Use zone. Partial vacancy.	Operational	Retained as part of the Hurstville CBD operational property portfolio. Held for its strategic value within the precinct as part of Council's planning and place-making role.

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Property	Key Characteristics	Land Classification	Current Long-Term Strategic Purpose
17 Carrington Avenue, Hurstville	Residential detached house. B4 Mixed Use zone.	Operational	Retained for future precinct planning within the Hurstville CBD. Future use to be determined as part of broader precinct planning.
247 Princes Highway, Carlton	Heritage-listed building. Community Land. RE1 Public Recreation zone. Heritage conservation clause under KLEP2012.	Community	Retained to support community and cultural purposes consistent with its heritage significance and Community Land classification.
13 Monaro Avenue, Kingsgrove	Residential detached house. Currently vacant. R2 Low Density Residential zone.	Operational	Acquired for open space purposes. Retained pending implementation of open space planning outcomes.
23 Cook Street, Mortdale	Residential semi-detached duplex. Currently vacant. R2 Low Density Residential zone.	Operational	Acquired for public purposes associated with Cook Street Car Park
13 Keith Street, Peakhurst	Vacant land. Recently acquired FY2024/25.	Operational	Acquired for open space purposes. Demolition pending for 13 and 15 Keith Street
Airbridge South Street, Kogarah	Public road airbridge infrastructure. Long-term commercial lease. B4 Mixed Use zone.	Operational	Retained as public road and transport infrastructure. The lease arrangement is ancillary to the asset's infrastructure function.
Carspace – 37 Treacy Street, Hurstville	Car parking spaces within Treacy Street Car Park. B4 Mixed Use zone.	Operational	Retained as part of Council's public car parking infrastructure serving the Hurstville CBD.
Lot 3 & Part Lot 3, Depot Road, Peakhurst	Large industrial site (~9,368 sqm). Community service tenancies. IN2 Light Industrial zone.	Operational	Retained as an operational asset supporting possible expansion of Council depot – leased pending operational decision in this regard.
7 Depot Road, Peakhurst	Industrial lot. IN2 Light Industrial zone.	Operational	Retained as an operational asset supporting possible expansion of Council depot – leased pending operational decision in this regard.

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Property	Key Characteristics	Land Classification	Current Long-Term Strategic Purpose
23 Railway Parade, Penshurst (Georges Estate)	Former Penshurst Bowling Club. Long-term lease (~30 years). R2 Low Density Residential zone.	Operational	Retained to support community health and aged care service delivery within the LGA.
1 Commercial Road, Kingsgrove (Overbridge)	Road overbridge infrastructure. Long-term commercial lease. B2 Local Centre zone.	Operational	Retained as public road and transport infrastructure. The lease arrangement is ancillary to the overbridge's infrastructure function.
1022 Forest Road, Lugarno	Footpath/road reserve. Outdoor dining licence.	Road Reserve	Public road reserve retained for road and footpath infrastructure purposes. Outdoor dining licence is an ancillary administrative arrangement.
30 Penshurst Street, Penshurst	Footpath/road reserve. Outdoor dining licence. B2 Local Centre zone.	Road Reserve	Public road reserve retained for road and footpath infrastructure purposes. Outdoor dining licence is an ancillary administrative arrangement.
346 Forest Road, Hurstville (The Ritz Hotel)	Road reserve/footpath. Outdoor dining licence.	Road Reserve	Public road reserve retained for road and footpath infrastructure purposes. Outdoor dining licence is an ancillary administrative arrangement.

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Investment Property Holdings (AASB 140)

The properties listed below are classified as Investment Property under AASB 140 and are carried at fair value. Fair value is assessed annually by independent registered valuers in accordance with AASB 13 Fair Value Measurement.

Property	Key Characteristics	Land Classification	Long-Term Strategic Purpose
34 MacMahon Street, Hurstville (Hurstville House)	Multi-level commercial office and retail building. MU1 Mixed Use zone. Land area 1,213 sqm. Acquired with investment intent	Operational	Held as investment property to generate rental income and capital appreciation. Council intends to retain this asset as a long-term income-generating investment within its portfolio.
38 Humphreys Lane, Hurstville	Five-level commercial office and retail building. MU1 Mixed Use zone. Land area 642 sqm. Acquired with investment intent.	Operational	Held as investment property to generate rental income and capital appreciation. Council intends to retain this asset as a long-term income-generating investment within its portfolio.

Key Performance Indicators

Council monitors several core financial ratios and indicators to assess and report on financial health, in line with the Local Government Code of Accounting Practice and Financial Reporting.

- **Operating Performance Ratio**: Reflects the underlying operational result (excluding capital grants). The ratio indicates a declining trend post-2026/27, once the SRV ends and the Carss Park Aquatic Facility commences operations. This highlights the need for future corrective financial measures to restore operating surpluses.
- **Unrestricted Current Ratio**: Remains consistently above 1.5, exceeding the industry benchmark, and confirms Council's capacity to meet short-term obligations.
- **Cash Expense Cover Ratio**: Demonstrates Council's ability to fund operations with available cash. Although Council holds a healthy cash balance, approximately 55% is externally restricted, and 30–35% internally restricted, leaving only 10-15% as unrestricted working capital.
- **Debt Service Cover Ratio**: At 0.0, indicating that Council is debt-free and funds all capital works from grants and reserves without reliance on borrowings.
- **Buildings and Infrastructure Renewal Ratio:** Georges River Council is responsible for managing a wide array of community infrastructure. The Buildings and Infrastructure Renewal Ratio measures Council's investment in renewing existing assets compared to their rate of depreciation.

  A result of 100% or higher is considered sustainable. Depreciation in 2026/27 is forecast at $33.7 million, requiring at least an equivalent amount to be invested in asset renewal. Recent results 2023/24: 77% and 2024/25: 85%. These outcomes underline the importance of maintaining budget surpluses to ensure adequate investment in the renewal of critical infrastructure and to sustain service delivery into the future.

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What are our priorities?

Georges River Council plans carefully to make sure it can continue to provide important services to the community, both now and in the future. Our Long-Term Financial Plan helps Council manage money responsibly, plan ahead, and use public funds in a clear and transparent way.

Between 2026 and 2030, Council is focused on staying financially stable while responding to changing community needs and economic conditions. The actions below show how Council is working to strengthen its finances and plan for the future.

These actions are guided by four key focus areas that help Council manage costs, support sustainable income, make best use of community assets, and improve how services are delivered. Together, they help Council continue to maintain local facilities, deliver essential services, and meet future commitments responsibly.

1	2	3	4
Cost Control and Financial Discipline	**Revenue Sustainability and Cost Recovery**	**Asset and Infrastructure Optimisation**	**Service Efficiency and Operating Model Review**
To manage Council spending carefully, reduce unnecessary costs, and make sure money is used responsibly and within budget.	To ensure Council has enough income to pay for services, with users contributing fairly to the cost where appropriate.	To make sure Council buildings, parks, and infrastructure are well-maintained, affordable, and used in the best possible way.	To review how services are delivered so they are efficient, affordable, and meet the needs of the community.

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2025/26 Financial Year – Achievements and Actions Commenced

These actions were either implemented or commenced during 2025/26 and represent key achievements in strengthening Council's financial sustainability position.

Action	Comments	Status
1. Cost Control and Financial Discipline		
Employee cost budget freeze or mandated reductions	Workforce controls were applied in the 2025/26 Budget to contain employee cost growth while maintaining essential service delivery.	Applied to 2025/26 Budget
Reduction in materials, contracts and consultants	Targeted reductions were incorporated into the 2025/26 Budget, reinforcing a culture of cost awareness and prioritisation.	Applied to 2025/26 Budget
Maintain vacancy rates and vacancy periods	Vacancy rates and vacancy periods were actively managed to support financial discipline without compromising critical operational capacity.	Applied to 2025/26 Budget

	Action	Comments	Status
	Moderate non-Award staff benefits	Adjustments were applied in the 2025/26 Budget to ensure staff benefits remain affordable and sustainable over the long term.	Applied to 2025/26 Budget
	Deferral of capital and operational projects	Selected projects were deferred to improve short-term cash flow and align commitments with Council's longer-term financial capacity.	Applied to 2025/26 Budget
2. Revenue Sustainability and Cost Recovery			
	Environmental Levy modelling and consultation plan	Early modelling and planning work was undertaken.	Started
	Advocate for transparency in revenue collection related to cost shifting	Advocacy efforts have improved awareness of funding pressures and supported more equitable and transparent revenue arrangements.	Ongoing
	Advocate for adjustments in statutory charges	Advocacy efforts have improved awareness of funding pressures and supported more equitable and transparent revenue arrangements.	Ongoing
	Explore additional revenue streams through user fees	Opportunities to diversify Council's revenue base have been assessed to reduce reliance on a narrow set of funding sources.	Ongoing
3. Asset and Infrastructure Optimisation			
	Development and implementation of Asset Management Plans and programmed maintenance schedules	Improved long-term planning frameworks are enhancing prioritisation of asset maintenance and renewal, supporting sustainability and risk reduction.	Started
	Consider redevelopment of suitable assets to generate additional revenue	Preliminary work has identified opportunities to unlock additional value from Council-owned assets to support long-term financial outcomes.	Ongoing
4. Service Efficiency and Operating Model Review			
	Service review – Records and Information Management	A service review was undertaken, with recommendations to improve operational efficiency.	Complete in 2025/26

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	Action	Comments	Status
	Service review – Grants Financial Assistance	A service review was undertaken, with recommendations to improve operational efficiency.	Complete in 2025/26
	Service review – Tree Management	A service review was undertaken, with recommendations to improve operational efficiency.	Complete in 2025/26
	Implementation of service review recommendations	Recommendations from the service reviews conducted in 2024/25, being Bushcare, Development Application Process, and Venues and Facilities Management, continued to be implemented on time and realise improvements to the service efficiency.	Ongoing

2026/27 Financial Year – Ongoing and Planned Actions

These actions either continue into 2026/27 or are planned to commence as part of Council's medium-term financial sustainability response.

No.	Action	Status
1. Cost Control and Financial Discipline		
1.1	Employee cost budget freeze or mandated reductions	Applied to 2026/27 Budget
1.2	Reduction in materials, contracts and consultants	Applied to 2026/27 Budget
1.3	Maintain vacancy rates and vacancy periods	Applied to 2026/27 Budget
1.4	Moderate non-Award staff benefits	Applied to 2026/27 Budget
1.5	Deferral of capital and operational projects	Applied to 2026/27 Budget
2. Revenue Sustainability and Cost Recovery		
2.1	Increase eligible fees and charges	Applied to 2026/27 Budget

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No.	Action	Status
2.2	Apply strict cost recovery principles	Applied to 2026/27 Budget
2.3	Annual review of subsidy levels	Applied to 2026/27 Budget
2.4	Environmental Levy modelling and consultation	Continuing
2.5	Streamline fees and charges across Community and Cultural Services	Commencing
2.6	Feasibility study for parking meter implementation	Not started
2.7	Explore additional revenue through user fees	Ongoing
2.8	Advocate for transparency in cost shifting	Ongoing
2.9	Advocate for statutory charge reform	Ongoing
3. Asset and Infrastructure Optimisation		
3.1	Restrict capital program to fully funded projects only	Applied to 2026/27 Budget
3.2	Improve financial sustainability through asset management optimisation	Applied to 2026/27 Budget
3.3	Asset Management Plans and programmed maintenance schedules	Continuing
3.4	Strategic review of asset portfolio	Commencing
3.5	Service review – Sports Fields Maintenance	Commencing
3.6	Optimisation or rationalisation of community facilities	Commencing
3.7	Redevelopment of suitable assets to generate revenue	Ongoing
3.8	Review acceptable asset condition levels	Scheduling required

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No.	Action	Status
4. Service Efficiency and Operating Model Review		
4.1	Assess operating model for aquatic facilities (including Carss Park Aquatic Facility)	Commencing
4.4	Service review – Sports Field and Facilities Maintenance and Management	Commencing
4.5	Service review – Hurstville Entertainment Centre	Commencing
4.6	Service review – Fire Safety Statements	Commencing

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Appendices

Appendix 1: Model Sensitivity and Assumption Statement

In planning for current and future forecasts, we have made assumptions on factors outside our control such as inflation, wage increases, cash rate and rate/other income capping.

Although the assumptions are our current informed estimates based on a range of reliable sources and while Long-Term Financial Plans are inherently uncertain, the model is based on assumptions which represent the most likely outcome, given the prevailing economic and operating environment. Within each model there is a table that outlines the assumptions applied.

Assumption / Sensitivity Category	Description
Population Growth	The population of the area is projected to grow steadily over the next 10-15 years. In 2021, the total number of residents was 162,794. By 2036, the population is anticipated to rise to over 185,000. This represents a total growth rate of almost 14% from 2021 to 2036. Georges River Council is expected to have significant worker and resident population growth over the next 15 years. A large proportion of this growth is forecast to occur in the strategic centres of Hurstville and Kogarah. This growth creates a new demand for either new facilities or embellishment of existing facilities. In 2023, The Independent Pricing and Regulatory Tribunal (IPART) announced the introduction of the rate peg with a population growth factor included. It is noted that this will not account for past growth and a special rate variation may be required to cover costs associated with population growth. Further, the Local Government cost index calculator has also been reviewed to be forward facing rather than lagging. Noting this will not account for the high CPI experienced in the past few years.
Rating	Council Rates is a tax on properties, payable by their owners. The tax is calculated based on the unimproved land values in the LGA. This source of Council's income is the most stable and largest source of operating revenue that is used to fund services. Council considers the impact of special rate variations and application of the new rate peg and population growth factor.

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Assumption / Sensitivity Category	Description
	The Rate Peg for 2026/27 is 4.8%. After this, the model assumes a Rate Peg of 4.0% over the balance period of the financial plan to 2035/36. If the Rate Peg is reduced by 1% over this period, the adverse cumulative impact on Council results could reach $53 million.
Interest Revenue	Council earns interest income on its invested cash balances, which are largely held within externally and internally restricted reserves. In accordance with legislative and policy requirements, interest earned on externally restricted reserves is retained within those reserves and may only be applied to their specific, prescribed purposes, such as waste management operations or Developer Contributions Plans. Sensitivity analysis indicates that a sustained 1% reduction in forecast interest rates from 2027/28 would result in an estimated $27 million reduction in interest income over the 10-year planning period. The Long-Term Financial Plan assumes interest rates of 4.5% in 2026/27, decreasing to 4.25% in 2027/28 and further moderating to 4.0% from 2028/29 onward. While these assumptions are conservative relative to prevailing market rates, interest rate movements remain subject to economic conditions and monetary policy settings and therefore present an ongoing financial risk/
Fees and Charges	A number of the services we provide are offered on a user pays basis. In preparing the Long-Term Financial Plan, possible future income from fees and charges, including opportunities to reduce reliance on other forms of income, have been considered. A major limitation of fees and charges growth is the statutory fees and charges that do not cover the cost of service.
Grants and Subsidies	The assumption is to plan for continuing efforts in applying for and receiving grants based on historical trends. This is a volatile source of income and should these grants and subsidies be reduced, our ability to provide the same level of service will be impacted.

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Assumption / Sensitivity Category	Description
Employee Benefits and On Costs	The current Local Government State Award prescribes the mandatory annual increase for award-based staff. Other assumptions relating to employee costs in the Long-Term Financial Plan include: • Assumed annual award increase of 4.0% p.a. in 2026/27 and continuing at the same rate thereafter • Superannuation remains at 12% from 2026/27 • No change in existing employee resourcing levels • A 5% mandated vacancy rate in establishment permanent positions each financial year • Annual productivity initiatives such as Christmas shut-down, vacancy rates, recruitment trends, and moderate training programs • The removal of the Award mandated bonus incentive valued at $500k per annum. The bonus scheme ran for 2 consecutive years and was put in place to reward those employees who have been in employment more than 1 year Sensitivity analysis indicates that a sustained 1% increase in the wage increase rate can adversely affect the net result by $40 million over the same 10 year period.
Borrowings	Council is debt free. There are no anticipated borrowings over the ten-year period based on Council being required to demonstrate an actual trend of positive operating results together with sufficient cash resources to fund the capital works program.
Inflation/CPI	A 1% increase in the Inflation Rate can unfavorably affect the Result (net of Capital Grants) by $3.5 million over the 10 year period (2026/27 to 2035/36).
Materials and Services	Materials and services excluding Domestic Waste Management costs, and other expenses which represent the principal costs used to deliver services to the community are forecast to increase in line with the CPI. The Inflation Rate assumed for 2026/27 is 3.0%, with that rate held constant to the end of the forecasting period. The inflation outlook is still flexible and uncertain, for any reductions in the rate to be built into the forecasts. Fees and charges

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Assumption / Sensitivity Category	Description
	for Domestic Waste Management have been set to achieve full cost recovery, with no net impact on Council's general revenue.
Depreciation and Amortisation	The depreciation methodology can be found in the Notes to the General Purpose Financial Statements. The depreciation expense assumed in the Long-Term Financial Plan has been calculated in accordance with this methodology.
Other Expenses	Other Expenses primarily relate to Statutory Charges (including Emergency Services Levy) and Contributions and Donations. These are forecast to generally increase in line with the CPI.
Capital Works Program Forecasts	Historical trends highlight grants and developer contributions have been the main contributor to fund the construction of new assets, while internal reserves and general revenue predominantly fund the renewal of existing assets. Grant and Developer Contributions are a volatile funding source, and the Georges River Council Contributions Plan highlights a gap in the required infrastructure and the likely forecast balance of the contributions in future years. Council achieving operating surpluses and regenerating the internal asset management cash reserve will be a key requirement to fund renewal works in the future, close the infrastructure funding gap and assist in co-contributing to grant funded projects. The model assumes an annual capital program of $52 million in 2026/27, with expenditure increasing by 5.0% per annum to reflect recent trends in construction cost escalation exceeding general CPI and inflation. The model further assumes that more than 30% of the program will be funded from externally restricted funding sources.

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Appendix 2: Financial Model

Current Financial Baseline (2026/27 Budget)

The 2026/27 Budget has been developed in line with Council's commitment to long-term financial sustainability. The LTFP model delivers a surplus of $2.2 million (excluding capital grants) in 2026/27, however, projections show a decline from 2027/28 mainly attributable to the acquisition of Carss Park Aquatic Facility and an assumed drop in the Rate Peg and Interest Rate.

The Special Rate Variation (SRV), introduced in 2021/22, concluded in 2025/26. Its expiry highlights the importance of the Rate Peg, which is set at 4.8% in 2026/27 and reduces to an assumed 4.0% from 2027/28 onwards. While IPART may include a population factor in future determinations, no significant uplift is currently expected. Each 1% increase would deliver approximately $1 million in additional annual income.

Key features and assumptions include:

- Capital – Projects are prioritised where they are predominantly renewal-focused and have an eligible funding source such as grants, developer contributions, or require minimal Council contribution.
- Cash – Council ensures that planned expenditure does not exceed available cash, while also accounting for future commitments, particularly asset renewal.
- Material Asset Acquisition – Council is planning to acquire Carss Park Aquatic Facility by late 2027. From 1 January 2028, an estimated $1.9 million annual operating loss is expected due to limited revenue-generating facilities (e.g. kiosk, gym, swim programs).
- Expenditure – The only new service-related cost is the inclusion of Carss Park Pool. Broader expenditure pressures are driven by elevated CPI and employee award increases, impacting Council's ability to maintain surpluses.
- Income – Growth in revenue remains constrained and does not keep pace with rising costs. Regulatory fees do not fully recover service delivery costs, and cost shifting continues. No significant new revenue sources are included.
- Interest Income – Expected to fall from 4.5% in 2026/27 to 4.25% in 2027/28, stabilising at 4.0% from 2028/29 due to market uncertainty.
- Inflation – Assumed at 3.0% annually, reflecting current trends.
- Employee Costs – Include a 5% vacancy rate and 4.0% annual award increase from 2026/27.
- Domestic Waste Management – Charges are set to fully recover costs and operate on a break-even basis.

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Appendix 3: Current Financial Baseline (2026/27 Budget)

Income Statement	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate	2033/34 Estimate	2034/35 Estimate	2035/36 Estimate
	$'000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Income from continuing operations										
Rates and annual charges	139,088	144,255	149,619	155,183	160,959	166,952	173,171	179,625	186,324	193,278
User charges and fees	21,890	22,546	23,222	23,919	24,639	25,377	26,138	26,923	27,731	28,564
Other revenues	16,005	16,485	16,980	17,490	18,014	18,555	19,111	19,684	20,274	20,883
Grants and contributions - operating	8,458	8,711	8,972	9,241	9,519	9,804	10,098	10,401	10,713	11,035
Grants and contributions - capital	13,850	14,266	14,694	15,135	15,589	16,057	16,539	17,035	17,546	18,072
Interest and investment revenue	13,495	12,661	11,973	11,591	11,308	11,009	10,641	10,150	9,614	8,991
Total income from continuing operations	**212,786**	**218,924**	**225,460**	**232,559**	**240,028**	**247,754**	**255,698**	**263,818**	**272,202**	**280,823**
Expenses from continuing operations										
Employee benefits and on-costs	79,027	82,143	85,382	88,751	92,252	95,891	99,675	103,609	107,699	111,951
Materials and services	79,028	81,998	86,142	87,591	90,219	92,926	96,965	98,585	101,541	104,586
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Other expenses	4,589	4,727	4,869	5,015	5,165	5,320	5,480	5,645	5,815	5,990
Depreciation	33,664	35,016	35,920	36,667	37,494	38,360	39,273	40,227	41,231	42,283
Net loss from the disposal of assets	450	450	450	450	450	450	450	450	450	450
Total expenses from continuing operations	**196,758**	**204,334**	**212,763**	**218,474**	**225,580**	**232,947**	**241,843**	**248,516**	**256,736**	**265,260**
Operating result from continuing operations	16,028	14,590	12,697	14,085	14,448	14,807	13,855	15,302	15,466	15,563
Net Operating result excluding capital grants and contributions – Surplus/(Deficit)	**2,178**	**324**	**(1,997)**	**(1,050)**	**(1,141)**	**(1,250)**	**(2,684)**	**(1,733)**	**(2,080)**	**(2,509)**

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Statement of Financial Position	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate	2033/34 Estimate	2034/35 Estimate	2035/36 Estimate
	$'000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
ASSETS										
Current Assets										
Cash and cash equivalents	14,579	14,617	14,128	13,760	13,373	12,897	12,269	11,583	10,789	9,869
Investments	262,417	263,112	254,298	247,680	240,714	232,153	220,847	208,497	194,194	177,647
Receivables	13,026	13,189	13,387	13,653	13,946	14,246	14,549	14,840	15,136	15,431
Inventories	194	199	205	212	218	224	231	238	245	253
Other - prepayments	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979	1,979
Total Current Assets	**292,194**	**293,097**	**283,997**	**277,284**	**270,230**	**261,500**	**249,876**	**237,137**	**222,343**	**205,179**
Non-Current Assets										
Investments	14,579	14,617	14,128	13,760	13,373	12,897	12,269	11,583	10,789	9,869
Infrastructure, property, plant and equipment	1,777,189	1,859,018	1,878,584	1,900,175	1,923,856	1,949,724	1,977,894	2,008,480	2,041,607	2,077,397
Investment Property	29,107	29,107	29,107	29,107	29,107	29,107	29,107	29,107	29,107	29,107
Total Non-Current Assets	**1,820,875**	**1,902,742**	**1,921,819**	**1,943,042**	**1,966,336**	**1,991,728**	**2,019,270**	**2,049,170**	**2,081,503**	**2,116,373**
Total Assets	**2,113,069**	**2,195,839**	**2,205,815**	**2,220,326**	**2,236,566**	**2,253,228**	**2,269,146**	**2,286,307**	**2,303,845**	**2,321,553**
LIABILITIES										
Current Liabilities										
Payables	29,831	33,241	29,720	29,317	30,243	31,203	32,332	33,222	34,282	35,379
Contract liabilities	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Borrowings	-	-	-	-	-	-	-	-	-	-
Accruals & Provisions	18,512	19,241	20,000	20,790	21,610	22,462	23,348	24,270	25,228	26,224
Total Current Liabilities	**55,543**	**59,682**	**56,920**	**57,307**	**59,053**	**60,865**	**62,880**	**64,692**	**66,710**	**68,803**
Non-Current Liabilities										
Contract Liabilities	800	800	800	800	800	800	800	800	800	800
Borrowings	-	-	-	-	-	-	-	-	-	-
Accruals & Provisions	974	1,013	1,053	1,094	1,137	1,182	1,229	1,277	1,328	1,380
Total Non-Current Liabilities	**1,774**	**1,813**	**1,853**	**1,894**	**1,937**	**1,982**	**2,029**	**2,077**	**2,128**	**2,180**
Total Liabilities	**57,317**	**61,495**	**58,773**	**59,201**	**60,990**	**62,847**	**64,909**	**66,769**	**68,838**	**70,983**
Net Assets	**2,055,752**	**2,134,344**	**2,147,042**	**2,161,125**	**2,175,576**	**2,190,381**	**2,204,237**	**2,219,538**	**2,235,007**	**2,250,570**
EQUITY										
Retained Earnings	1,565,545	1,644,135	1,656,832	1,670,917	1,685,365	1,700,172	1,714,027	1,729,329	1,744,795	1,760,358
Revaluation Reserve	490,207	490,209	490,210	490,208	490,211	490,209	490,210	490,209	490,212	490,212
Total Equity	**2,055,752**	**2,134,344**	**2,147,042**	**2,161,125**	**2,175,576**	**2,190,381**	**2,204,237**	**2,219,538**	**2,235,007**	**2,250,570**

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Statement of Cash Flows	2026/27 BUDGET	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate	2033/34 Estimate	2034/35 Estimate	2035/36 Estimate
	$'000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000	$ '000
Cash Flows from Operating Activities										
Receipts										
Rates and annual charges	138,906	144,100	149,457	155,015	160,785	166,772	172,983	179,431	186,122	193,068
User charges and fees	21,795	22,457	23,129	23,823	24,541	25,276	26,033	26,816	27,620	28,450
Interest received	13,537	12,809	12,096	11,659	11,358	11,062	10,707	10,237	9,710	9,102
Grants and contributions	22,341	22,949	23,638	24,346	25,078	25,830	26,604	27,403	28,225	29,072
Other	15,797	16,392	16,886	17,392	17,913	18,452	19,004	19,574	20,161	20,766
Payments										
Payments to employees	(77,973)	(81,375)	(84,583)	(87,920)	(91,389)	(94,994)	(98,742)	(102,639)	(106,690)	(110,903)
Payments for materials and services	(78,696)	(82,678)	(86,761)	(88,619)	(89,937)	(92,635)	(96,530)	(98,414)	(101,224)	(104,261)
Borrowing costs	-	-	-	-	-	-	-	-	-	-
Other	(4,027)	(4,238)	(4,365)	(4,497)	(4,633)	(4,769)	(4,912)	(5,059)	(5,212)	(5,368)
Net Cash from Operating Activities	51,680	50,416	49,497	51,199	53,716	54,994	55,147	57,349	58,712	59,926
Cash Flows from Investing Activities										
Receipts										
Sale of investments	58,000	58,000	58,000	57,000	55,000	53,000	52,000	49,000	46,000	43,000
Proceeds from sale of IPPE	1,516	1,614	1,717	1,825	1,939	2,059	2,184	2,316	2,454	2,599
Payments										
Purchase of investments	(58,000)	(58,000)	(58,000)	(57,000)	(55,000)	(53,000)	(52,000)	(49,000)	(46,000)	(43,000)
Payments for IPPE	(51,542)	(51,257)	(61,008)	(60,377)	(63,395)	(66,565)	(69,893)	(73,388)	(77,058)	(80,910)
Net Cash from Investing Activities	(50,026)	(49,643)	(59,291)	(58,552)	(61,456)	(64,506)	(67,709)	(71,072)	(74,604)	(78,311)
Cash Flows from Financing Activities										
Receipts										
New Borrowings	-	-	-	-	-	-	-	-	-	-
Payments										
Repayment of Borrowings	-	-	-	-	-	-	-	-	-	-
Net Cash from Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase / (Decrease) in Cash and Cash Equivalents	1,654	773	(9,794)	(7,353)	(7,740)	(9,512)	(12,562)	(13,723)	(15,892)	(18,385)
Cash and Cash Equivalents - Beginning of the Year	289,920	291,574	292,347	282,553	275,200	267,460	257,948	245,386	231,663	215,771
Cash and Cash Equivalents - End of the Year	**291,574**	**292,347**	**282,553**	**275,200**	**267,460**	**257,948**	**245,386**	**231,663**	**215,771**	**197,386**

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Key Performance Indicators	Benchmark	2026/27 Budget	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	2032/33 Estimate	2033/34 Estimate	2034/35 Estimate	2035/36 Estimate
Operating Performance Ratio (Measures the extent of Council's Revenue (net of Capital Grants) coverage of Expenditure)	= >0%	1.3%	0.4%	-0.7%	-0.3%	-0.3%	-0.3%	-0.9%	-0.5%	-0.6%	-0.8%
Own source operating revenue ratio (Measures Council's dependence on Grants and Contributions income)	> 60%	89.5%	89.5%	89.5%	89.5%	89.5%	89.6%	89.6%	89.6%	89.6%	89.6%
Unrestricted Current Ratio (Measures Council's liquidity)	> 1.5x	2.6	2.4	2.5	2.4	2.3	2.1	2.0	1.9	1.7	1.5
Debt Service Cover Ratio (Measures Council's capacity to service debt)	> 2.0x	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt	No Debt
Rates and annual charges outstanding percentage (expressed as a percentage of total rates and charges available for collection in the financial year)	< 5%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Cash expense cover ratio (Measures Council's Cash coverage of Expenditure)	> 3 Mths	9.9	9.6	8.8	8.4	7.9	7.3	6.7	6.2	5.5	4.9

Parameters	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
Rate Peg	4.80%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
SRV	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Inflation Rate (CPI)	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Interest Rate	4.50%	4.25%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
S&W Increases	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Superannuation Rate	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%

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Georges River Council Resourcing Strategy 2026/27

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GEORGES RIVER COUNCIL

Budget principles

for the Draft 2026/27 Capital Works Program

All projects have been reviewed via Council's independent review committee. The review committee:

- acts as an overarching governance body;
- determine priorities and areas deemed essential;
- assess alignment with Council's Asset Management Plans and strategic documents.

Capital Program has been established on affordability, capability, and renewal.

Asset management plans indicate significant investment in renewal of assets to ensure assets remain at an acceptable service level

Investment into New capital assets adds to operating expenditure, through:

- increased depreciation;
- maintenance costs;
- other operational resources.

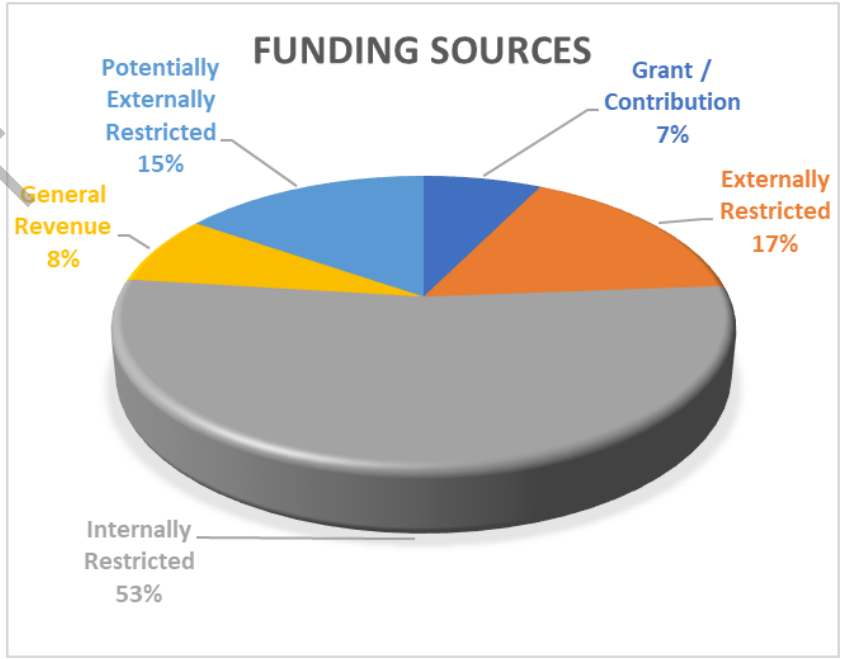
The Program is a 4-year rolling Capital Works Program, updating annually.

The budget is set at a point in time and is based on numerous assumptions. As assumptions change, the budget evolves.

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Funding – Draft 2026/27 Capital Works Program

- A key focus of the budget is to fund new infrastructure projects from restricted reserves and/or grant funding.
- This reduces the impact on general revenue ensuring Council has adequate and sustainable cash levels.
- The majority of Council's cash reserves are made up of externally and internally restricted cash.
- Shifting the focus from Renewal to New can have a significant impact on the operating result, through increased depreciation, maintenance, and resourcing requirements.
- This highlights the importance of prioritising renewal, planning and prioritisation of the capital program to align with our cash reserves.
- As outlined in the image, 92% of the 4-year program is funded from restricted or grant funds.



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Draft 2026/27
CAPITAL WORKS PROGRAM
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Asset Management Policy Principles

Life Cycle Management - Assets will be effectively and efficiently managed through the course of their life cycle, through planning, acquisition, operation, maintenance, renewal and disposal.

Evidence Based Decision Making - Asset related decisions will be informed by up-to-date data and overseen by appropriately trained Council Officers.

Sustainable Financial Management - Financial decisions in relation to asset management will account for the long- term and cumulative consequences and best value practices in the context of the Long-Term Financial Plan.

Stakeholder Engagement - The community and other key stakeholders are to be engaged in the determination of future needs and levels of service.

Risk Management - Council will take a risk management approach to its asset inventory, ensuring that funding is allocated to assets with a higher strategic risk ranking as a priority.

Place-based approach - Council will consider the unique situation of the place and the infrastructure which supports its purpose.

Culture of Responsible Asset Management - Asset management is accepted as a whole of Council responsibility, including both Officers and Elected Officials. Specific roles and responsibilities will be defined and monitored for effectiveness. Officers will be trained and supported to carry out asset management functions. Elected Officials will be provided adequate information to make informed decisions regarding Council's infrastructure assets.

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Delivering the Program

Staff Resources

- All projects and renewal programs have been planned for delivery based on current staff resources.
- Should resources change, a review of the program will be required.
- Should the program be amended, a project of similar complexity would be required to be deferred to ensure delivery of the program.

Costs and Timing

- This is a forward planning document. Some projects have not been through a detailed design process, therefore the cost, scope and timing of the delivery of the project may change.
- Some projects may have their work re-phased to a later date, while others are brought forward and delivered sooner than expected.
- Cost and timing is based on:
  - Unit rates
  - Past projects and experience
  - Detailed design and Quantity Survey cost plan

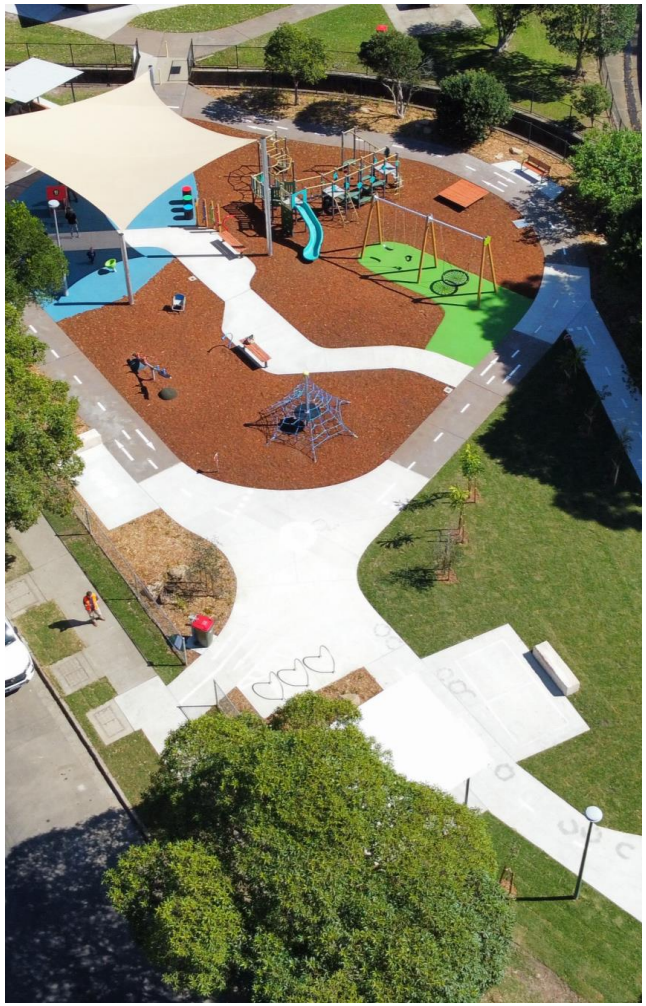
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Capital Projects Defined

A Capital Project is a project that maintains or improves a Council Asset including:

- Renewal of an existing asset to extend its remaining useful life and restoring original
service levels
- Construction or purchase of a new asset
- Upgrade or expansion of an existing asset

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4-Year Capital Works Program (2026/27 – 2029/30)

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- The 4-year Capital Works Program prioritises delivering Infrastructure Renewal Programs that will maintain levels of service and meet current community demand, as identified in the Asset Management Plans for each specific asset class.
- Community demand, engagement and feedback is a key consideration when developing key priorities for Council, and timing for delivery based on available finances and resources (which often rely on grant funding).
- The 4-year Capital Works Program aligns with Developer Contributions Plans and associated Works Schedules, however timing for delivery of specific projects is dependent on the realisation of the accumulation of contributions by developers.
- Grant Funding opportunities and Voluntary Planning Agreements (VPA's) significantly assist in supplementing Council's identified budget shortfall in achieving the current Capital Works Program.

4-Year Capital Works Program Summary

Program	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)	Total ($'000)
Renewals					
Building	7,487	5,137	10,253	6,983	**29,860**
Open Space	10,922	11,319	11,463	10,763	**44,467**
Stormwater	3,000	3,560	2,122	2,185	**10,867**
Transport	10,455	10,994	11,297	11,608	**44,354**
Plant & Vehicle	1,800	1,854	1,910	1,967	**7,530**
IMT & Library Resources	2,055	906	934	962	**4,857**
General Infrastructure					
Building	6,916	7,715	5,430	2,076	**22,137**
Open Space	6,917	7,695	5,841	1,639	**22,092**
Master Plan & LEP	30	70	30		**130**
Stormwater	260				**260**
Transport	800	1,324	2,849	3,874	**8,847**
Salaries	**1,650**	**1,650**	**1,650**	**1,650**	**6,600**
TOTAL	**52,292**	**52,224**	**53,778**	**43,708**	**202,002**

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Infrastructure Renewal Programs
Proposed FY27–FY30 Capital Works
Transport
Stormwater
Open Space
Building
Plant & Vehicle
IMT / Library Resources
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Transport Renewal Programs

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Road Rehabilitation Program	Annual road renewal program to maintain levels of service	6,900	7,080	7,265	7,456
Kerb and Gutter Renewal Program	Annual kerb and gutter renewal to maintain level of service	500	515	530	546
Transport Facilities Program	Design and construct of various transport facilities and safety barriers to improve public safety and access (NSW Govt Grant Funding dependent)	1,725	2,266	2,334	2,404
Bus Stop Compliance Program *	Installation of concrete pads and tactiles to DDA standard	300	309	318	328
Footpath Renewal Program	Annual footpath renewal to maintain level of service	550	567	583	601
Road Safety Barriers Renewal Program *	Renewal and refurbishment of safety barriers along roadways	250	258	265	273
Vanessa Street Bridge Renewal	Stabilisation works on Vanessa Street Bridge	230			
TOTAL		**10,455**	**10,994**	**11,297**	**11,608**

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** Program under development*

Stormwater Renewal Programs

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Stormwater Improvement Works	Drainage works to address network issues and serviceability, also includes water sensitive urban design (WSUD) works	2,000	2,060	2,122	2,185
Lime Kiln Bay Wetland Renewal	Construction to improve wetland function, amenity and improved ongoing maintenance. Includes construction of a fire trail bridge to enable vehicle access.	1,000	1,500	0	0
TOTAL		**3,000**	**3,560**	**2,122**	**2,185**

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Open Space Renewal Programs

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Parks Fence Renewal	End of life replacement of fences in key open space locations	250	258	265	273
Marine Assets Renewal	End of life replacement of marine assets	3,005	1,100	1,150	400
Open Space Lighting Renewal	End of life replacement of light poles and luminaires	1,456	1,416	1,459	1,502
Non-Turf Sporting Surface Renewal	Quarry Reserve North tennis courts & amenities refurbishment and Vanessa Street multi-court renewal	550	1,400	1,200	1,600
Turf Sporting Field Renewal	Sports field reconstruction, drainage and irrigation renewal	1,570	3,200	1,697	1,748
Synthetic Sports Field Resurfacing	Synthetic Sports field replacement and resurfacing	0	2,000	2,500	2,000
Accessway Renewals and Refurbishments Program	Design and construct prioritised stairway and accessway renewals	1,781	515	530	546
Retaining Walls	Design and construct stabilisation works	1,760	1,030	1,061	1,093
Other	Stuart Park Fitness Station renewal and Sans Souci Master Plan Stage 1 & Stage 2	550	400	1,600	1,600
TOTAL		**10,922**	**11,319**	**11,463**	**10,763**

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Building Renewal Programs

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Sporting & Public Amenities	Capital refurbishment and upgrade works to sporting and public amenities	900	450	7,000	6,000
Commercial Properties	Minor renewal and capital works on Councils commercial portfolio	200	206	1,600	219
Building Minor Renewal Works	Urgent and unforeseen minor building renewals	350	361	371	382
Childcare Centre Buildings	Rectification and renewal works of childcare centre building structures	576	0	0	0
Library Buildings	Renewal and compliance works at Council Libraries	150	155	159	164
Aquatic Facilities	Renewal and replacement of HALC plant and equipment	516	206	212	219
Building Design	Design at Council Depots and Waste Management Facility	750	0	0	0
Hurstville Civic Precinct	Ongoing capital renewal of buildings within the Hurstville Civic Precinct	295	1,760	910	0
Hurstville House	Aircon upgrade at Hurstville House	450	0	0	0
Jubilee Stadium	Renewal of building assets within Jubilee Stadium	3,300	2,000	0	0
TOTALS		**7,487**	**5,137**	**10,253**	**6,983**

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Plant and Vehicle Renewal Programs

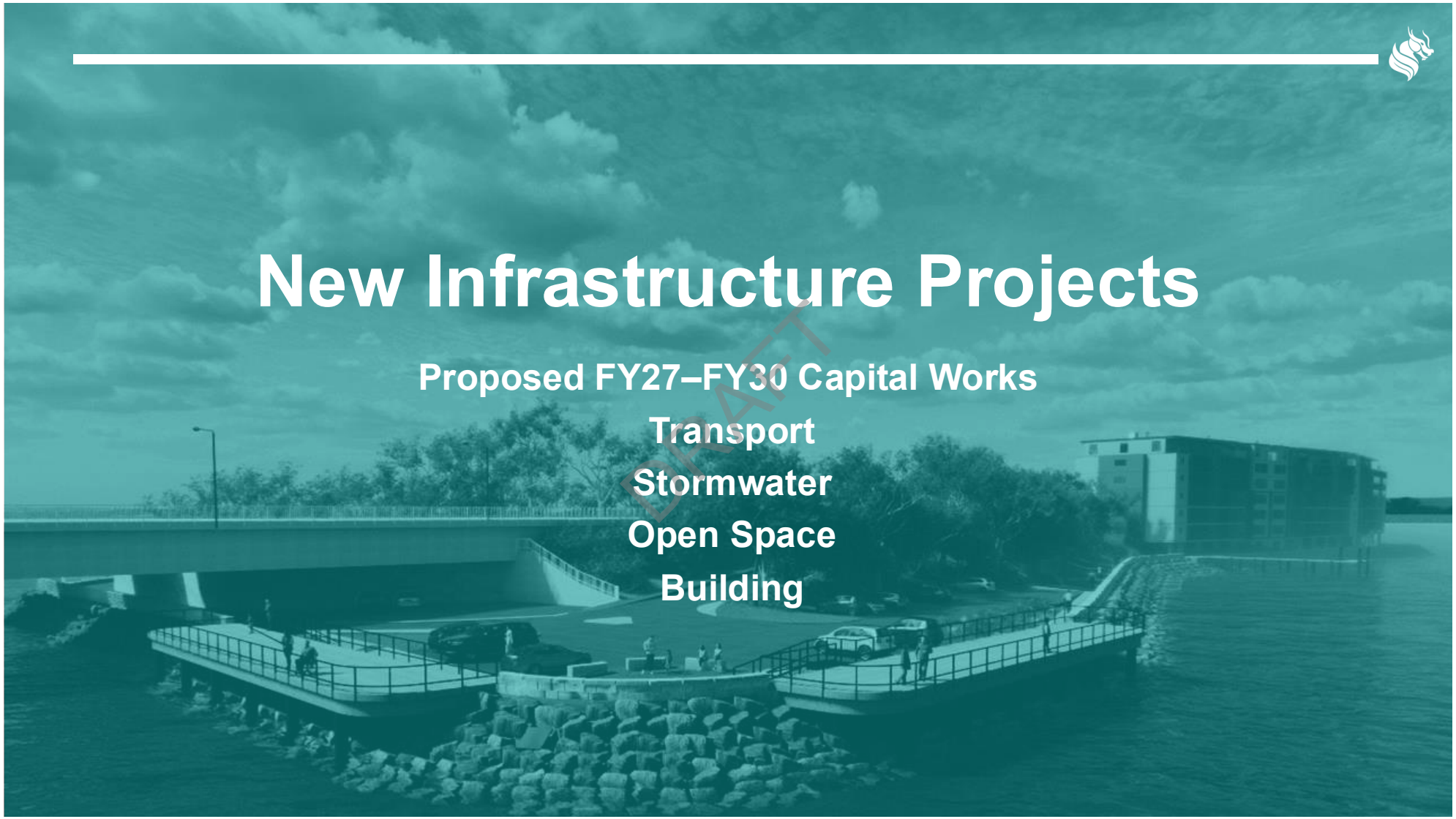
Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Heavy Vehicle and Mobile Plant Replacement Program	Annual heavy vehicle and mobile plant replacement	1,000	1,030	1,061	1,093
Passenger Vehicle Replacement Program	Annual passenger vehicle replacement	800	824	849	874
TOTAL		**1,800**	**1,854**	**1,910**	**1,967**

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IMT & Library Resources Renewal Programs

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
IMT Renewal Program	Hardware, IT equipment, new devices, firewall, Uninterruptible Power Supply (UPS), Wi-Fi Systems, CCTV infrastructure	1,595	433	446	459
Library Resources Program	Annual replacement of library resources across all categories	460	474	488	503
TOTALS		**2,055**	**906**	**934**	**962**

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New Infrastructure Projects
Proposed FY27–FY30 Capital Works
Transport
Stormwater
Open Space
Building
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Transport General Infrastructure Projects

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Traffic Safety Improvements (Local Transport Forum)	Design & construction of small-scale traffic facilities.	300	309	318	328
Streetscape Program - Kogarah North Public Domain Project	Design Kogarah North Public Domain Upgrade	0	500	2,000	3,000
Footpath New Construction	New Footpath connections	500	515	530	546
TOTAL		**800**	**1,324**	**2,848**	**3,847**

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Stormwater General Infrastructure Projects

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Drainage Works – Bibby Street	Sub-soil and surface drainage works	130	0	0	0
Drainage Works – Delves Street	New stormwater pit and pipe connection	130			
TOTAL		**260**	**0**	**0**	**0**

Open Space General Infrastructure Projects

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Penshurst Park Operable Fence	Construct operable fence to NPL1 standard	517	0	0	0
Oatley Park Baths Precinct Improvement	Design and construction of Oatley Park Baths promenade, seawall, wharf, swimming area and amenities building.	850	4,250	4,250	0
Peakhurst Park Community Centre Car Park and Landscaping	New carpark, footpath network connecting carpark, community facility and adventure playspace to Keith Street and Hedley Street, with associated landscaping and park infrastructure	1,400	0	0	0
Carss Bush Park Playspace Upgrade stage 2	Renewal and upgrade to Regional Level Playspace	1,650	0	0	0
Peakhurst Park Adventure Playspace	Delivery of a teen zone and off-road biking facility	1,000	500	0	0
Playspace Strategy Implementation	Delivery of the recommendations of the Playspace Strategy	1,500	1,545	1,591	1,639
Land Acquisition	Land acquisition to increase open space	0	1,400	0	0
TOTALS		**6,917**	**7,695**	**5,841**	**1,639**

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Buildings General Infrastructure Projects

Program	Description of Works	FY27 ($'000)	FY28 ($'000)	FY29 ($'000)	FY30 ($'000)
Oatley Community Hall upgrade	Upgrade of lower meeting rooms	700	0	0	0
Electrification of Gas Boilers in Aquatic Facilities	Upgrade of the existing gas boilers at Aquatic facilities to electric boilers	0	0	400	1,530
Gifford Park Sporting Amenities & Storage	New sporting amenities and storage facilities	1,100	1,200	0	0
Olds Park Sporting and Community Facility	New sporting facility for use by all community members	3,900	0	0	0
Solar Installation	Installation of solar panels at select council facilities	50	515	530	546
Todd Park Sporting Amenities	Design and construct new sports amenities at bottom corner of Todd Park	500	4,000	1,500	0
Pay and Display Parking Meter Upgrades	Upgrades to existing pay and display parking meters	120	0	0	0
New Surveying Equipment	New Theodolite for Council's surveying equipment	46	0	0	0
Carss Park Learn to Swim Enclosure	Design and construction of a new Learn to Swim Enclosure facility	500	2,000	3,000	0
TOTAL		**6,916**	**7,715**	**5,430**	**2,076**

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Key Project

Oatley Park Baths Precinct Improvement $9.35M

Strategic alignment

- Master Pan
- Plan of Management
- Open Space Asset Management Plan

Background information:

The detailed design phase of this project will begin in FY26/27 for the Oatley Park Baths promenade, seawall, wharf, swimming area and amenities building.

Construction is expected to commence in the following year with a 2-year delivery forecast.



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Project Name	Suburb	26/27 Activity	27/28 Activity	28/29 Activity	29/30 Activity
Oatley Park Baths Precinct Improvement	Blakehurst	Design	Construct	Construct	Maintain
TOTALS		$0.85m	$4.25m	$4.25m	

Category: Open Space General

Key Project

Carss Park Learn toSwim Enclosure $5-7.5M*

Strategic alignment

- Master Pan
- Plan of Management
- Open Space Asset Management Plan

Background information:

The detailed design phase of this project will begin in FY26/27 for the Carss Park Learn to Swim Enclosure.

Construction is expected to commence in the following year with a 2-year delivery forecast to take place from FY27/28.



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Project Name	Suburb	26/27 Activity	27/28 Activity	28/29 Activity	29/30 Activity
Carss Park Learn to Swim Enclosure	Blakehurst	Design	Construct	Construct	Maintain
TOTALS		$0.5m	$3.0m	$4.0m	

** Budget, scope and project endorsement to be confirmed via report to Council before June 2026 Budget adoption*

Category: Building General Infrastructure

Key Project

Peakhurst Park Adventure Playspace $1.72M

Strategic alignment

- Community Infrastructure Needs Assessment and Acquisition Area Strategy
- Spatial framework

Background information:

Peakhurst Park is one of Council's regionally significant open spaces. Council's spatial framework has identified an opportunity for a new off-road biking facility and youth recreational facility within the eastern area of the park. Council had secured funding under the Department of Planning, Housing and Infrastructure's (DPHI) Metropolitan Greenspace Program (MGP) to engage a suitable designer to prepare a Detailed Design.



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Project Name	Suburb	25/26 Activity	26/27 Activity	27/28 Activity	28/29 Activity
Peakhurst Park Adventure Playspace	Peakhurst	Design	Construct	Construct	Maintain
TOTALS		$0.22m	$1m	$0.5m	

Category: Playground Upgrade Program

Key Project

Carss Bush Park Playspace Upgrade Stage 2: $1.8M

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Strategic alignment

- Draft Master plan and Plan of Management
- Disability Inclusion Action Plan
- Everyone Can Play Guidelines

Background information:

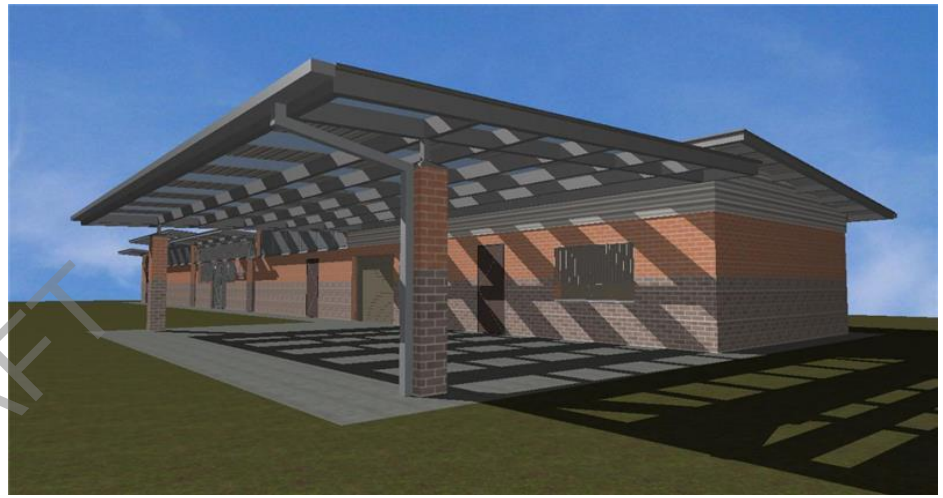
Carss Bush Park Playspace is one of the most well-used play space within the Georges River Council LGA. Situated within a regional open space, located near the café and water, this play space is very popular for locals and weekenders external to our LGA. This multi-year upgrade project will expand the recreational offerings of the existing playspace to better align with the regional significance quality of Carss Bush Park.

Project Name	Suburb	25/26 Activity	26/27 Activity	27/28 Activity
Carss Bush Park Playspace Upgrade Stage 2	Carss Park	Design/ Construct	Construct	Maintain
TOTALS		$0.35m	$1.45m	

Category: Open Space General

Key Project

Gifford Park - Permanent Sporting, Amenities & Storage Facility **$1.7M**



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Strategic alignment

- Community Infrastructure Needs Assessment and Acquisition Area Strategy
- Buildings Asset Management Plan

Background information:

Permanent sporting facilities at Gifford Park that includes home and away changerooms including female changerooms, canteen, storage and public toilet facilities. Additionally, a height increase is required for the perimeter fence (northern side) to accommodate increased utilisation of the park for sporting activities and address safety concerns from residents with footballs being kicked onto the road or into cars.

Project Name	Suburb	25/26 Activity	26/27 Activity	27/28 Activity	28/29 Activity
Gifford Park - Permanent Sporting, Amenities & Storage Facility	Penshurst	Design	Construct	Construct	Maintain
Totals		$0.2	$1.1	$0.4	

Category: Building General Infrastructure

Key Project

The Green Kyle Bay Sporting Amenities $2.5M*



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Strategic alignment

- Buildings Asset Management Plan
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

Background information

Replacement of the existing amenities building with a new, modern facility that meets current safety and accessibility standards.

Retaining structures and access ramps ensure the provision of a modern, inclusive amenities, enabling increased use of the reserve, supporting organised sport, and creating a welcoming and functional space for the whole community.

Project Name	Suburb	25/26 Activity	26/27 Activity	27/28 Activity	28/29 Activity
The Green Kyle Bay Sporting Amenities	Kyle Bay	Design	Construct	Construct	Maintain
Total		$0.15	$1.85	$0.5	

** figures outlined above will be updated in Q3 budget version*

Category: Sporting Amenities Renewal

Key Project

Olds Park Sporting and Community Facility

$8.25M

Strategic alignment

- Master Plan and Plan of Management
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

Background information:

Construct an innovative and inclusive sporting facility at the regionally significant Olds Park for use by all community members. The facility will include four universally accessible changerooms and upgrade club and spectator facilities to revitalise the existing degraded facility and support a dual oval facility in Penshurst.



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Project Name	Suburb	23/24	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
Olds Park Sporting and Community Facility	Penshurst	Plan/ design	Design	Construct	Construct	Maintain
TOTALS		$0.06	$0.29	$5.6	$2.3	

Category: Building General Infrastructure

Key Project

Todd Park Sporting Amenities Construction $TBC

(Future report following community consultation to confirm scope and budget requirements)

Strategic alignment

- Draft Master Plan and Plan of Management
- Disability Access and Inclusion Plan
- Buildings Asset Management Plan

Background information:

A single-storey modern and versatile facility that reflects the surrounding naturalised environment. A facility that inspires and develops community level sporting participants.



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Project Name	Suburb	23-25 Activity	25/26 Activity	26/27 Activity	27/28 Activity	28/29 Activity
Todd Park Sporting Amenities Construction	Blakehurst	Design	Plan		Construct	Construct
AUSGRID Works / Site Preparation				Construct		
TOTAL		$0.3		$0.5	$4.0	$1.5

Category: Building General Infrastructure

Key Project

Tom Ugly's Point $3.35M

Strategic alignment

- Master Pan
- Plan of Management
- Open Space Asset Management Plan

Background information:

Construction has commenced in FY25/26. Works will progress throughout FY26/27 until completion.

Works include the reconstruction of the seawall, the fishing platform and adjacent infrastructure.



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Project Name	Suburb	24/25 Activity	25/26 Activity	26/27 Activity	27/28 Activity
Tom Ugly's Point Reserve Marine Asset Renewal	Blakehurst	Design	Construct	Construct	Maintain
TOTALS		$0.25m	$1.3m	$1.8m	

Category: Marine Infrastructure Asset Management Program

Key Project

Riverwood Park Field $3.45M



Strategic alignment

- Generic Plan of Management
- Spatial Framework
- Community Infrastructure Needs Assessment and Acquisition Area Strategy

Background information:

The driver for this project is to increase the useability of the site. Riverwood Park is an older turf sports field which requires investment in drainage and irrigation to support the increased demand from our sporting community.

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Project Name	Suburb	25/26 Activity	26/27 Activity	27/28 Activity
Riverwood Park Field Upgrade (renewal)	Riverwood	Design/ construct	Construct	Maintain
TOTALS		$2m	$1.45m	

Category: Turf Sporting Field Renewal Program


Appendices
Infrastructure Renewal Programs
FY27 Work Schedules
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FY27 Work Schedules

Transport Infrastructure Renewal Programs / Work Schedules			('000)
Road Rehabilitation Program			
• Central Road, Beverly Hills • Bayview Road, Peakhurst Heights • Nellella Street, Blakehurst • Percival Street, Penshurst • Warwick Street, Hurstville • Carrington Avenue, Hurstville • Waterside Parade, Peakhurst Heights • Orange Street, Hurstville • Shaw Street, Beverly Hills • Ruby Street, Hurstville • Wright Street, Hurstville • Coleborne Avenue, Mortdale	• Woronga Parade, Oatley • Cambridge Street, Penshurst • Parkside Drive, Kogarah Bay • Hillview Street, Sans Souci • Ogilvy Street, Peakhurst • Robin Crescent, South Hurstvill • Cow Lane, Hurstville • Empress Lane, Hurstville • Tooronga Terrace, Beverly Hills • Stuart Street, Blakehurst • Austral Street, Penshurst • West Street, South Hurstville	• Rosa Street, Oatley • Hannons Avenue, Peakhurst • Cypress Drive, Lugarno • Truman Street, Hurstville • Grove Avenue, Penshurst • Forest Road, Lugarno • Myall Street, Oatley • George Street, Penshurst • Acacia Street, Oatley • Annette Street, Oatley • Baker Street, Oatley	**$ 6,900**

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Note: *Road Rehabilitation Program subject to change and re-prioritisation due to fixed budgeted amount*

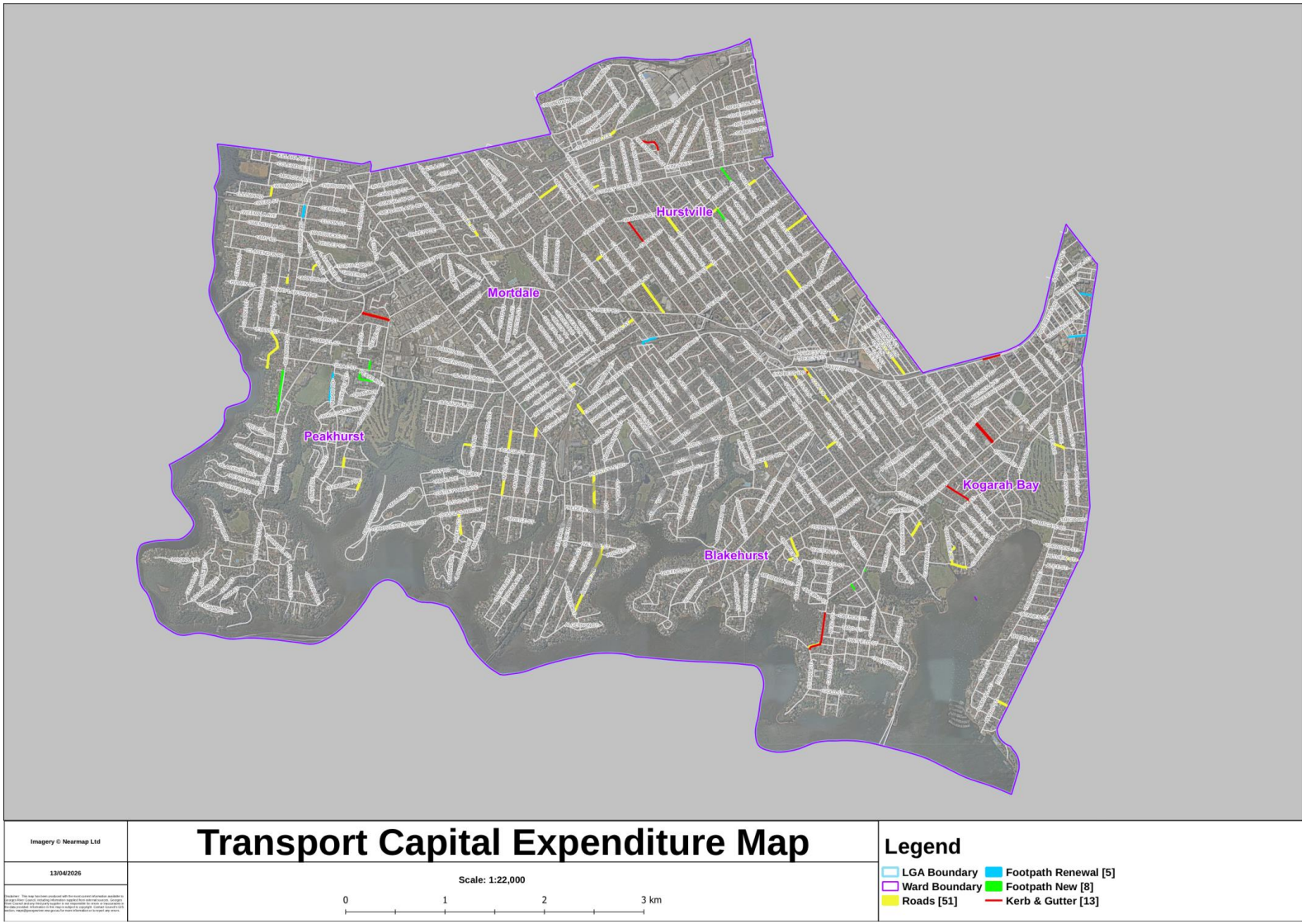
FY27 Work Schedules

Transport Infrastructure Renewal Programs / Work Schedules			(‘000)
Kerb and Gutter Renewal Program			
• Westbrook Street, Beverly Hills • Westbourne Street, Carlton • Railway Parade, Carlton • Payten Street, Kogarah Bay	• Basset Street, Hurstville • Empress Lane, Hurstville • Stuart Street, Blakehurst	• Bridge Street, Penshurst • Hannons Avenue, Peakhurst • Hampton Street, Hurstville Grove	**$ 500**

Transport Infrastructure Renewal Programs / Work Schedules			(‘000)
New Footpath Program			
• Talbot Street, Riverwood • Townson Street, Blakehurst • Lugarno Parade, Lugarno • Hurstville Road, Hurstville Grove	• Coleridge Street, Riverwood • Hodge Street, Hurstville • Webb Street, Riverwood • Rona Street, Peakhurst	• Peace Avenue, Peakhurst Heights • Belmore Road, Peakhurst • Emily Street, Hurstville • Kingsway, Hurstville	**$ 500**
Footpath Renewal Program			
• Bridge Street, Penshurst • Pindari Road, Peakhurst Heights • Bailey Parade, Peakhurst Heights	• Between Gladstone Street and Princes Highway, Kogarah	• Belmore Road, Riverwood • South Street, Kogarah	**$ 550**

Note: *Kerb and Gutter Rehabilitation Program & Footpath Renewal Program subject to change and re-prioritisation due to fixed budgeted amount*

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Hurstville
Mortdale
Peakhurst
Kogarah Bay
Blakehurst
Imagery © Nearmap Ltd
13/04/2026

Transport Capital Expenditure Map
Scale: 1:22,000
0
1
2
3 km
Legend
LGA Boundary
Ward Boundary
Roads [51]
Footpath Renewal [5]
Footpath New [8]
Kerb & Gutter [13]

FY27 Work Schedules

Transport Renewals	('000)
Traffic Facilities	

• Rose Street, Hurstville
• Vanessa Street Bridge
• Traffic Program Capital
  ○ Road Humps – Belmore Road & Forest Road Corridor
  ○ Road Humps – Edward Street, Carlton
  ○ Kerb Blister/Extension at Wright Street Raised Pedestrian Crossing, Hurstville
  ○ Pedestrian Refuge at Kenwyn Street, Hurstville
  ○ Oatley Avenue/River Road Intersection Upgrade
  ○ River Road/ Mulga Road Raised Pedestrian Crossing
	1,955

• Renewal and refurbishment of Road Safety Barriers	**250**
• Bus Stop Upgrade Program	**300**

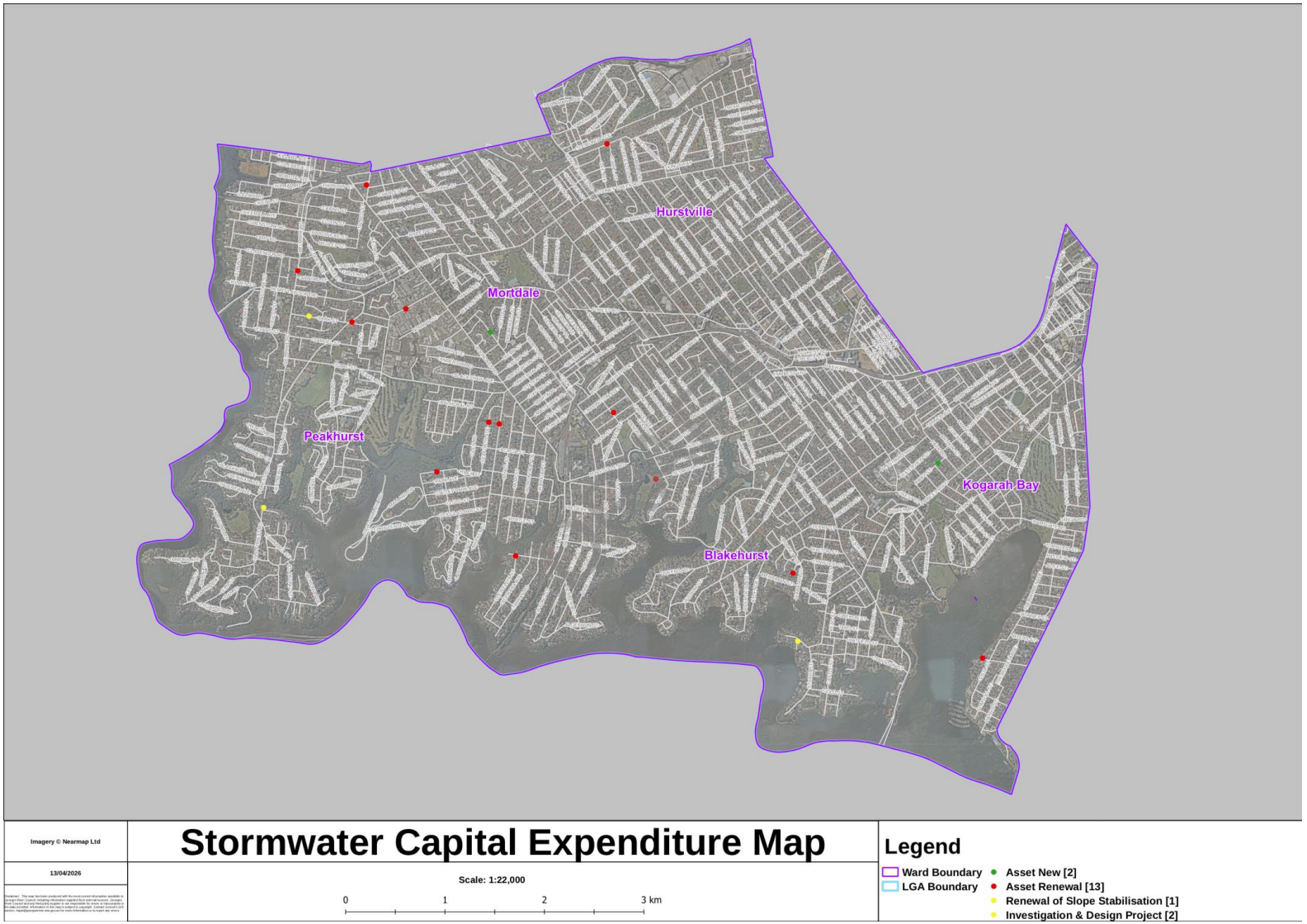
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FY27 Work Schedules

Stormwater Program			('000)
• Gungah Bay Road • Othello Street • Endeavour Street • Cahill Street • Seaforth Avenue • Park Street • Princes Street • Ponderosa Place • Stanley Street • Bibby Street • Park Street • Bay Road • Lancelot Street • Bonds Road • Seymour Street • Delves Street • The Knoll • Mimosa Street • Universal Street	• Hillcrest Road (Renown Park) (from 25/26) • Olds Park Soccer Field Three (from 25/26) • Illawarra Street (from 25/26) • Endeavour Street (from 25/26) • Jacques Avenue (from 25/26) • Bonds Street (from 25/26) • O'Briens Road (from 25/26) • William Street (from 25/26) • West Crescent (from 25/26) • Baker Street (from 25/26) • Macquarie Place (from 25/26) • Cedar Street (from 25/26) • Gallipoli Street (from 25/26) • Waitara Parade (from 25/26) • Alexander Street (from 25/26) • Hadfield Street (from 25/26) • Park Road (from 25/26)	• Martin Street (from 25/26) • Barnard Avenue (from 25/26) • Roberts Avenue (from 25/26) • Webb Street (from 25/26) • Taronga Street (from 25/26) • Grove Avenue (from 25/26) • Pit replacement • Lime Kiln Bay Wetland Renewal	**$ 1,100**

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Note: *Some of these project are design year 1 (26/27) and delivery year 2 and 3 (27/28) (28/29)*


Hurstville
Mortdale
Peakhurst
Kogarah Bay
Blakehurst
Imagery © Nearmap Ltd
13/04/2026
Stormwater Capital Expenditure Map
Scale: 1:22,000
0
1
2
3 km
Legend
Ward Boundary
LGA Boundary
Asset New [2]
Asset Renewal [13]
Renewal of Slope Stabilisation [1]
Investigation & Design Project [2]

FY27 Work Schedules

Open Space Renewals	('000)
Accessways Renewals and Refurbishment	
• Design and Upgrade Program • Oatley Bay Memorial Boardwalk • Gnarbo Lane • Terry Street	**1,781**

Open Space Renewals	('000)
Marine Infrastructure	
• Endeavour Seawall • Tom Ugly's Fishing Platform	**3,005**

Open Space Renewals	('000)
Lighting Renewal	
• Sportsfield Lighting Upgrades • Open Space Lighting Renewal Program • Outdoor LED Lighting Upgrade – Hurstville Plaza & Civic	**680**

Note: *Some of these project are design year 1 (26/27) and delivery year 2 (27/28)*

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FY27 Work Schedules

Open Space Renewals	('000)
Turf Sporting Field Renewal Program	
• Riverwood Park • Hurstville Oval Drainage	**1,570**

Open Space Renewals	('000)
Retaining Walls	
• Design various locations • Retaining Wall Renewal Program	**1,760**

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Note: *Some of these project are design year 1 (26/27) and delivery year 2 (27/28)*

FY27 Work Schedules

Building Renewals	('000)
Child Care Buildings	
• Jack High Child Care Centre - Outdoor & Building Improvement • Penshurst Long Day Care-Kitchen, Bathrooms, Nappy Change • Oatley West Childcare - Rectification Works • Penshurst Long Day Care Centre - fence replacement	**576**

Building Renewals	('000)
Library Buildings	
• South Hurstville Library renewal	**150**

Building Renewals	('000)
Sporting & Public Amenities Program	
• The Green Kyle Bay Sporting and Amenities Construction • Carss Park Flats Precinct Upgrade	**900**

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Note: *Some of these project are design year 1 (26/27) and delivery year 2 (27/28) or after*

FY27 Work Schedules

Building Renewals	('000)
Aquatic Facilities	
• HALC - Gym Equipment Replacement and Minor Works • HALC - Mechanical and Electrical Renewal Works • HALC - Spa Filter Replacement	**516**

Building Renewals	('000)
Jubilee Stadium	
• Eastern Toilet Block Replacement • Video Screen • LED Sports Lighting Upgrade	**3,300**

Building Renewals	('000)
Commercial Properties	
• Minor Renewals – Various locations	**200**

Building Renewals	('000)
Minor renewals	
• Various locations – Urgent works	**350**

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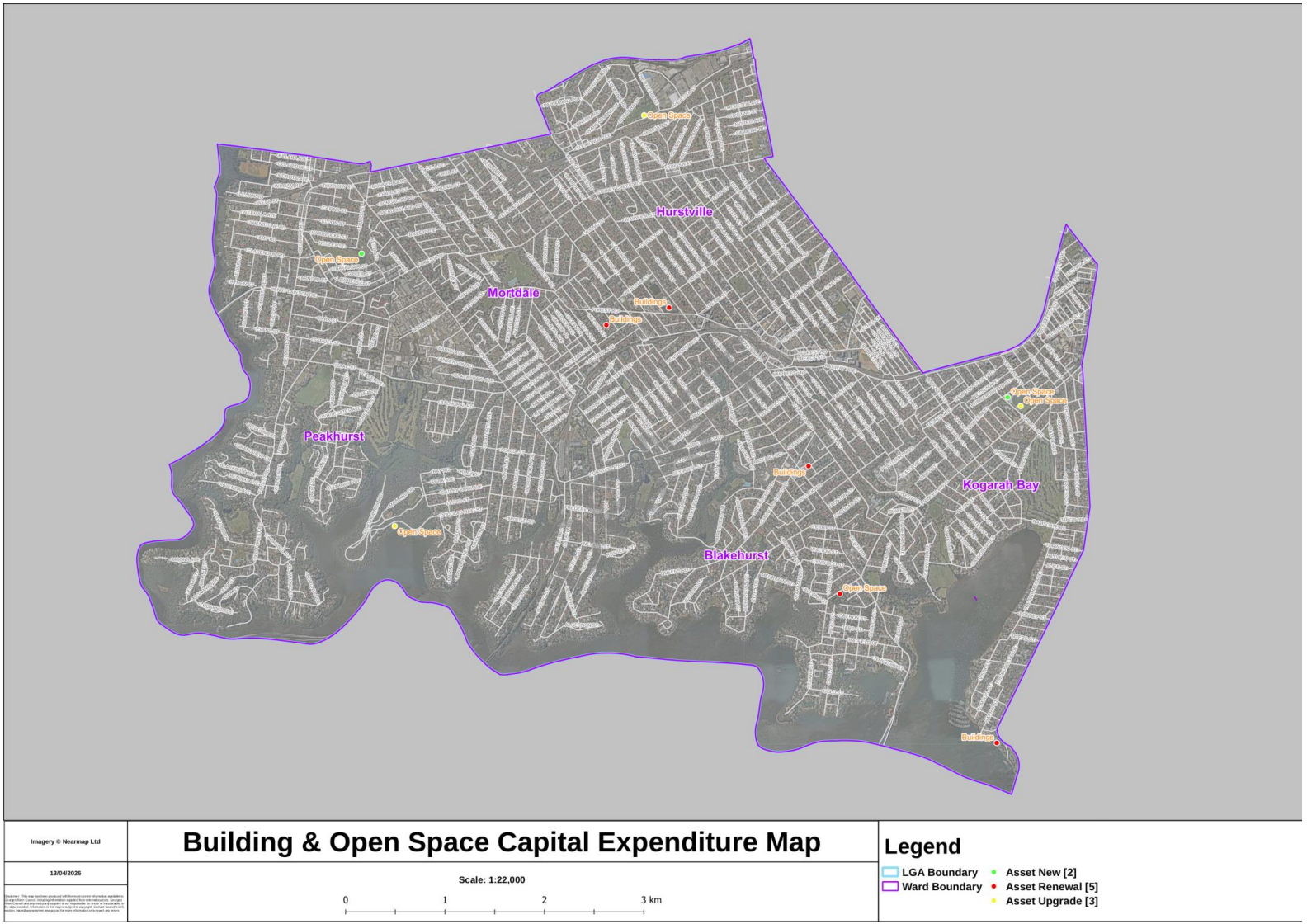
Note: *Some of these project are design year 1 (26/27) and delivery year 2 (27/28)*

FY27 Work Schedules

Building Renewals	('000)
Hurstville Civic Precinct	
• Hurstville Entertainment Centre – AV Equipment Replacement • Hurstville Entertainment Centre – Mechanical Renewal Works • Hurstville Museum & Gallery - Replace Shed and Shelter • Hurstville Senior Citizens Sewer Replacement • Hurstville Museum & Gallery building conservation works	**295**

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Note: *Some of these project are design year 1 (26/27) and delivery year 2 (27/28)*


Open Space
Hurstville
Open Space
Mortdale
Buildings
Buildings
Open Space
Open Space
Peakhurst
Buildings
Kogarah Bay
Open Space
Blakehurst
Open Space
Buildings
Imagery © Nearmap Ltd
13/04/2026
Building & Open Space Capital Expenditure Map
Scale: 1:22,000
0
1
2
3 km
Legend
LGA Boundary
Ward Boundary
Asset New [2]
Asset Renewal [5]
Asset Upgrade [3]


Appendices
Capital Program 2026/27 to 2029/30 - Detailed and Itemised by Project
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Draft Budget – 4 Year Capital Works Program

Georges River Council | 2026–2027 to 2029–2030

Description	Year 1 2026–2027	Year 2 2027–2028	Year 3 2028–2029	Year 4 2029–2030	4-Year Total
Building General Infrastructure	**$6,915,500**	**$7,715,000**	**$5,430,450**	**$2,076,350**	**$22,137,300**
General Building Enhancements	**$700,000**	**-**	**$400,000**	**$1,530,000**	**$2,630,000**
Oatley Community Hall – Lower Level Meeting Rooms	$700,000	-	-	-	$700,000
Electrification of Gas Boilers in Aquatic Facilities	-	-	$400,000	$1,530,000	$1,930,000
Olds Park Sporting Facility Development	**$3,900,000**	**-**	**-**	**-**	**$3,900,000**
Olds Park Sporting and Community Facility	$3,900,000	-	-	-	$3,900,000
Other	**$665,500**	**$2,000,000**	**$3,000,000**	**-**	**$5,665,500**
Pay and Display Parking Meter Upgrades	$120,000	-	-	-	$120,000
New Theodolite for Council's Surveying Equipment	$45,500	-	-	-	$45,500
Carss Park Learn to Swim Enclosure*	$500,000	$2,000,000	$3,000,000	-	$5,500,000
Solar Installation Program	**$50,000**	**$515,000**	**$530,450**	**$546,350**	**$1,641,800**
Long Term Solar Installation Plan	$50,000	$515,000	$530,450	$546,350	$1,641,800
Sporting Amenities Renewal Program	**$1,100,000**	**$1,200,000**	**-**	**-**	**$2,300,000**
Gifford Park Permanent Sporting, Amenities and Storage	$1,100,000	$1,200,000	-	-	$2,300,000
Todd Park Sporting Amenities	**$500,000**	**$4,000,000**	**$1,500,000**	**-**	**$6,000,000**
Todd Park Sporting Centre of Excellence	$500,000	$4,000,000	$1,500,000	-	$6,000,000
Building Renewals	**$7,487,000**	**$5,137,000**	**$10,252,630**	**$6,983,430**	**$29,860,060**
Aquatic Facilities Renewal Program	**$516,000**	**$206,000**	**$212,180**	**$218,540**	**$1,152,720**
HALC Gym Equipment Replacement and Minor Works	$100,000	$103,000	$106,090	$109,270	$418,360
HALC – Mechanical and Electrical Renewal Works	$100,000	$103,000	$106,090	$109,270	$418,360
HALC – Spa Filter Replacement	$316,000	-	-	-	$316,000
Building Design	**$750,000**	**-**	**-**	**-**	**$750,000**
Mortdale Depot & Waste Management Facility	$750,000	-	-	-	$750,000
Minor Building Renewals	**$350,000**	**$360,500**	**$371,315**	**$382,445**	**$1,464,260**
Urgent/Unforeseen Works	$350,000	$360,500	$371,315	$382,445	$1,464,260
Childcare Centre Building Renewal Program	**$576,000**	**-**	**-**	**-**	**$576,000**
Jack High Child Care Centre – Outdoor & Building Improvements	$200,000	-	-	-	$200,000

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Georges River Council | Draft Budget – 4 Year Capital Works Program 2026–2030

Description	Year 1 2026–2027	Year 2 2027–2028	Year 3 2028–2029	Year 4 2029–2030	4-Year Total
Penshurst Long Day Care – Kitchen, Bathrooms, Nappy Change	$150,000	-	-	-	$150,000
Oatley West Childcare – Rectification Works	$200,000	-	-	-	$200,000
Penshurst Long Day Care Centre – Fence Replacement	$26,000	-	-	-	$26,000
Commercial Properties Minor Renewals	**$200,000**	**$206,000**	**$1,600,000**	**$218,540**	**$2,224,540**
Commercial Property Minor Building Works	$200,000	$206,000	$1,600,000	$218,540	$2,224,540
Hurstville Civic Centre Renewal Program	**$295,000**	**$1,760,000**	**$910,000**	**-**	**$2,965,000**
Hurstville Entertainment Centre AV Equipment Replacements	$75,000	-	-	-	$75,000
Hurstville Civic Centre – Mechanical Renewal Works	$100,000	$910,000	$910,000	-	$1,920,000
Hurstville Museum & Gallery – Replace Shed and Shelter	$50,000	$420,000	-	-	$470,000
Hurstville Senior Citizens Sewer Replacement	$20,000	$150,000	-	-	$170,000
Hurstville Museum & Gallery Building Conservation Works	$50,000	$280,000	-	-	$330,000
Hurstville House Renewal Program	**$450,000**	**-**	**-**	**-**	**$450,000**
Hurstville House Air-Conditioning Upgrade	$450,000	-	-	-	$450,000
Jubilee Stadium Renewal Program	**$3,300,000**	**$2,000,000**	**-**	**-**	**$5,300,000**
Jubilee Stadium – Eastern Toilet Block Replacement	$1,000,000	$2,000,000	-	-	$3,000,000
Jubilee Stadium – Video Screen	$800,000	-	-	-	$800,000
Jubilee Stadium – LED Sports Lighting Upgrade	$1,500,000	-	-	-	$1,500,000
Branch Libraries Improvement Program	**$150,000**	**$154,500**	**$159,135**	**$163,905**	**$627,540**
Branch Libraries Compliance and Ongoing Renewals	-	$154,500	$159,135	$163,905	$477,540
South Hurstville Library Renewal	$150,000	-	-	-	$150,000
Sporting Amenities Renewal Program	**$900,000**	**$450,000**	**$7,000,000**	**$6,000,000**	**$14,350,000**
The Green Kyle Bay – Sporting Amenities Investigation & Design	$500,000	-	-	-	$500,000
Beverley Hills – Sporting Amenities	-	$250,000	$3,000,000	$2,000,000	$5,250,000
Carss Park Flats Precinct Upgrade	$400,000	$200,000	$4,000,000	$4,000,000	$8,600,000
IMT & Library Resources Renewal	**$2,055,000**	**$906,400**	**$933,593**	**$961,578**	**$4,856,571**
Information Technology Upgrades and Renewals	**$1,595,000**	**$432,600**	**$445,578**	**$458,934**	**$2,932,112**
Information Technology Equipment	$470,000	$432,600	$445,578	$458,934	$1,807,112
GRC Wi-Fi Replacement	$750,000	-	-	-	$750,000
Access and Video Central System Replacement	$30,000	-	-	-	$30,000
Replacement of Ageing CCTV Infrastructure	$150,000	-	-	-	$150,000
Library Public Access Computers Replacement	$195,000	-	-	-	$195,000

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Georges River Council | Draft Budget – 4 Year Capital Works Program 2026–2030

Description	Year 1 2026–2027	Year 2 2027–2028	Year 3 2028–2029	Year 4 2029–2030	4-Year Total
Library Resource Renewal	**$460,000**	**$473,800**	**$488,015**	**$502,644**	**$1,924,459**
Audio Visual Library Asset Account	$31,000	$31,930	$32,888	$33,874	$129,692
Non-Fiction Standing Orders	$52,000	$53,560	$55,167	$56,820	$217,547
Audio Visual – Junior Library	$8,300	$8,549	$8,805	$9,069	$34,723
English Learning Library Asset Account	$1,000	$1,030	$1,061	$1,093	$4,184
Large Print Library Asset Account	$20,700	$21,321	$21,961	$22,619	$86,601
Reference Library Asset Account	$1,000	$1,030	$1,061	$1,093	$4,184
Junior Fiction Library Asset Account	$145,000	$149,350	$153,831	$158,442	$606,623
Local History Library Asset Account	$1,000	$1,030	$1,061	$1,093	$4,184
Adult Fiction Library Asset Account	$85,000	$87,550	$90,177	$92,880	$355,607
Community Language Library Asset Account	$16,000	$16,480	$16,974	$17,483	$66,937
Chinese Language Library Asset Account	$28,000	$28,840	$29,705	$30,596	$117,141
Toys and Equipment Library Asset Account	$31,000	$31,930	$32,888	$33,874	$129,692
Special Collections	$40,000	$41,200	$42,436	$43,708	$167,344
Master Plan & LEP Program	**$30,000**	**$70,000**	**$30,000**	**-**	**$130,000**
Hogben Park Master Plan	$30,000	-	-	-	$30,000
Transform Oatley Bowling Club Site – Masterplan Works	-	$70,000	$30,000	-	$100,000
Open Space Renewals	**$10,922,000**	**$11,318,750**	**$11,462,753**	**$10,763,008**	**$44,466,511**
Accessway Renewals and Refurbishment Program	**$1,781,000**	**$515,000**	**$530,450**	**$546,350**	**$3,372,800**
Accessway Design and Upgrade Program	$100,000	$515,000	$530,450	$546,350	$1,691,800
Accessways – Oatley Bay Memorial Boardwalk	$781,000	-	-	-	$781,000
Accessways – Gnarbo Lane	$400,000	-	-	-	$400,000
Accessways – Terry Street	$500,000	-	-	-	$500,000
Fence Renewal Program	**$250,000**	**$257,500**	**$265,225**	**$273,175**	**$1,045,900**
Fence Replacement	$250,000	$257,500	$265,225	$273,175	$1,045,900
Marine Assets Renewal Program	**$3,005,000**	**$1,100,000**	**$1,150,000**	**$400,000**	**$5,655,000**
Tom Ugly's Point Marine Asset Renewal	$2,855,000	-	-	-	$2,855,000
Marine Infrastructure – Asset Management Program	-	-	$400,000	$400,000	$800,000
Marine Infrastructure – Northcote	-	$200,000	$750,000	-	$950,000
Endeavour Street Seawall	$150,000	$900,000	-	-	$1,050,000
Non-Turf Sporting Surface Renewal Program	**$550,000**	**$1,400,000**	**$1,200,000**	**$1,600,000**	**$4,750,000**

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Georges River Council | Draft Budget – 4 Year Capital Works Program 2026–2030

Description	Year 1 2026–2027	Year 2 2027–2028	Year 3 2028–2029	Year 4 2029–2030	4-Year Total
Quarry Reserve North – Tennis Courts & Amenities Refurbishment	$400,000	$1,150,000	-	-	$1,550,000
Vanessa Street Multi-Sport Renewal	$150,000	$250,000	$1,200,000	$1,600,000	$3,200,000
Open Space Lighting Renewal Program	**$1,456,000**	**$1,416,250**	**$1,458,738**	**$1,502,463**	**$5,833,451**
Sportsfields Lighting Upgrade	$1,000,000	$1,030,000	$1,060,900	$1,092,700	$4,183,600
Open Space Lighting Renewal Program	$375,000	$386,250	$397,838	$409,763	$1,568,851
Outdoor LED Lighting Upgrade – Hurstville Plaza and Civic	$81,000	-	-	-	$81,000
Other	**$550,000**	**$400,000**	**$1,600,000**	**$1,600,000**	**$4,150,000**
Stuart Park Fitness Station Renewal	$150,000	-	-	-	$150,000
Sans Souci Master Plan – Stage 1 and Stage 2	$400,000	$400,000	$1,600,000	$1,600,000	$4,000,000
Retaining Wall Renewals	**$1,760,000**	**$1,030,000**	**$1,060,900**	**$1,092,700**	**$4,943,600**
Retaining Walls Renewal Program	$1,760,000	$1,030,000	$1,060,900	$1,092,700	$4,943,600
Synthetic Sportsfield Resurfacing Program	**-**	**$2,000,000**	**$2,500,000**	**$2,000,000**	**$6,500,000**
Peakhurst Park – Synthetic Sportsfield Resurfacing	-	$2,000,000	-	-	$2,000,000
Poulton Park – Synthetic Sportsfield Resurfacing	-	-	$2,500,000	-	$2,500,000
Penshurst Park – Synthetic Sportsfield Resurfacing	-	-	-	$2,000,000	$2,000,000
Turf Sporting Field Renewal Program	**$1,570,000**	**$3,200,000**	**$1,697,440**	**$1,748,320**	**$8,215,760**
Turf Sporting Fields Upgrade Program	-	-	$1,697,440	$1,748,320	$3,445,760
Turf Sporting Fields Upgrade – Riverwood	$1,490,000	-	-	-	$1,490,000
Peakhurst Sports Field – Playing Fields 3 & 4	-	$3,200,000	-	-	$3,200,000
Hurstville Oval Drainage	$80,000	-	-	-	$80,000
Open Space General Infrastructure	**$6,917,000**	**$7,695,000**	**$5,841,350**	**$1,639,050**	**$22,092,400**
Fence Renewal Program	**$517,000**	**-**	**-**	**-**	**$517,000**
Penshurst Park Fencing	$517,000	-	-	-	$517,000
Land Acquisitions	**-**	**$1,400,000**	**-**	**-**	**$1,400,000**
Land Acquisition	-	$1,400,000	-	-	$1,400,000
Open Space Remediation	**$850,000**	**$4,250,000**	**$4,250,000**	**-**	**$9,350,000**
Oatley Park Baths Precinct Improvement	$850,000	$4,250,000	$4,250,000	-	$9,350,000
Peakhurst Park Community Centre	**$1,400,000**	**-**	**-**	**-**	**$1,400,000**
Peakhurst Park Community Centre Car Park and Landscaping	$1,400,000	-	-	-	$1,400,000
Playground and Playspace Renewal Program	**$4,150,000**	**$2,045,000**	**$1,591,350**	**$1,639,050**	**$9,425,400**

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Description	Year 1 2026–2027	Year 2 2027–2028	Year 3 2028–2029	Year 4 2029–2030	4-Year Total
Carss Bush Park Playspace Upgrade – Stage 2	$1,650,000	-	-	-	$1,650,000
Peakhurst Park Adventure Playspace	$1,000,000	$500,000	-	-	$1,500,000
Playspace Strategy Implementation	$1,500,000	$1,545,000	$1,591,350	$1,639,050	$6,275,400
Plant & Vehicle	**$1,800,000**	**$1,854,000**	**$1,909,620**	**$1,966,860**	**$7,530,480**
Heavy Vehicle & Mobile Plant Replacement Program	**$1,800,000**	**$1,854,000**	**$1,909,620**	**$1,966,860**	**$7,530,480**
Passenger Vehicle Purchases	$800,000	$824,000	$848,720	$874,160	$3,346,880
Purchase of Mobile Plant – City Works	$1,000,000	$1,030,000	$1,060,900	$1,092,700	$4,183,600
Stormwater General Infrastructure	**$260,000**	**-**	**-**	**-**	**$260,000**
Stormwater Improvements	**$260,000**	**-**	**-**	**-**	**$260,000**
Drainage Works – 5 Bibby Street	$130,000	-	-	-	$130,000
New Drainage – 27 Delves Street, Mortdale	$130,000	-	-	-	$130,000
Stormwater Renewals	**$3,000,000**	**$3,560,000**	**$2,121,800**	**$2,185,400**	**$10,867,200**
Stormwater Improvements	**$3,000,000**	**$3,560,000**	**$2,121,800**	**$2,185,400**	**$10,867,200**
Stormwater Improvement Works Program	$2,000,000	$2,060,000	$2,121,800	$2,185,400	$8,367,200
Lime Kiln Bay Wetland Renewal	$1,000,000	$1,500,000	-	-	$2,500,000
Transport General Infrastructure	**$800,000**	**$1,324,000**	**$2,848,720**	**$3,874,160**	**$8,846,880**
Active Transport Pathway Program	**$500,000**	**$515,000**	**$530,450**	**$546,350**	**$2,091,800**
Footpath New Construction	$500,000	$515,000	$530,450	$546,350	$2,091,800
Streetscape Upgrade and Renewal	**-**	**$500,000**	**$2,000,000**	**$3,000,000**	**$5,500,000**
Streetscape Program – Kogarah North Public Domain Project	-	$500,000	$2,000,000	$3,000,000	$5,500,000
Transport Facilities Program	**$300,000**	**$309,000**	**$318,270**	**$327,810**	**$1,255,080**
Traffic Safety Improvements (Local Transport Forum)	$300,000	$309,000	$318,270	$327,810	$1,255,080
Transport Renewal Program	**$10,455,000**	**$10,994,000**	**$11,296,820**	**$11,608,460**	**$44,354,280**
Active Transport Pathway Program	**$550,000**	**$566,500**	**$583,495**	**$600,985**	**$2,300,980**
Footpath Renewals	$550,000	$566,500	$583,495	$600,985	$2,300,980
Bus Stop Compliance Program	**$300,000**	**$309,000**	**$318,270**	**$327,810**	**$1,255,080**
Bus Stop Upgrade Program	$300,000	$309,000	$318,270	$327,810	$1,255,080
Kerb and Gutter Rehabilitation Program	**$500,000**	**$515,000**	**$530,450**	**$546,350**	**$2,091,800**
Kerb and Gutter Program	$500,000	$515,000	$530,450	$546,350	$2,091,800
Road Safety Renewal Program	**$250,000**	**$257,500**	**$265,225**	**$273,175**	**$1,045,900**
Renewal and Refurbishment of Road Safety Barriers	$250,000	$257,500	$265,225	$273,175	$1,045,900

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Georges River Council | Draft Budget – 4 Year Capital Works Program 2026–2030

Description	Year 1 2026–2027	Year 2 2027–2028	Year 3 2028–2029	Year 4 2029–2030	4-Year Total
Roads Program	**$6,900,000**	**$7,080,000**	**$7,265,400**	**$7,456,200**	**$28,701,600**
Road Resheet Program	$6,000,000	$6,180,000	$6,365,400	$6,556,200	$25,101,600
Roads to Recovery Resheet Program (R2R)	$900,000	$900,000	$900,000	$900,000	$3,600,000
Transport Facilities Program	**$1,955,000**	**$2,266,000**	**$2,333,980**	**$2,403,940**	**$8,958,920**
Rose Street – Forest Road Traffic Works	$325,000	-	-	-	$325,000
Traffic Program Capital	$1,400,000	$2,266,000	$2,333,980	$2,403,940	$8,403,920
Vanessa Street Bridge (Road Asset)	$230,000	-	-	-	$230,000
Total Excluding Capitalised Salaries	**$50,641,500**	**$50,574,150**	**$52,127,736**	**$42,058,296**	**$195,401,682**
Project Delivery – Capitalised Salaries	$1,650,000	$1,650,000	$1,650,000	$1,650,000	$6,600,000
TOTAL CAPITAL WORKS PROGRAM	**$52,291,500**	**$52,224,150**	**$53,777,736**	**$43,708,296**	**$202,001,682**

** Budget, scope and project endorsement to be confirmed via report to Council before June 2026 Budget adoption*

"–" indicate nil allocation for that year. This document is a draft for public consultation purposes only.

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Operating Budget Summary 2026/27

GEORGES RIVER COUNCIL

Local Government Act 1993

Section 8b

Financial management obligations

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Councils should have effective financial and asset management, including sound policies and processes for the following:
  - performance management and reporting,
  - asset maintenance and enhancement,
  - funding decisions,
  - risk management practices.
- Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - policy decisions are made after considering their financial effects on future generations; and
  - the current generation funds the cost of its services.

Operating Result 2026/27

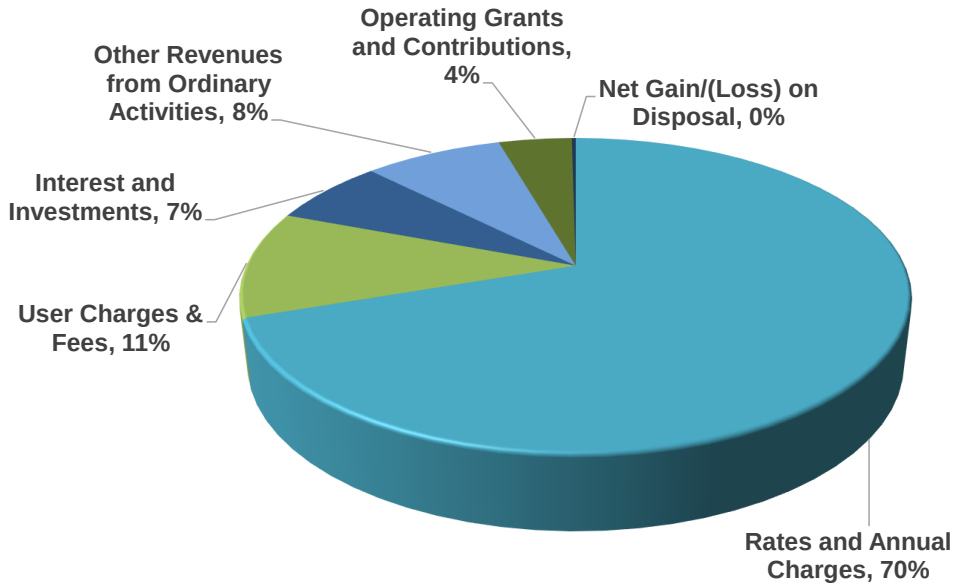
	2026/27 Budget $'000	2025/26 Adopted $'000
Income from continuing operations		
Rates and annual charges	139,088	134,044
User charges and fees	21,890	21,403
Other revenues	16,005	14,831
Grants and contributions - operating	8,458	8,177
Grants and contributions - capital	13,850	18,310
Interest and investment revenue	13,495	10,440
Total income from continuing operations	**212,786**	**207,205**
General Infrastructure		
Expenses from continuing operations		
Employee benefits and on-costs	79,027	74,562
Materials and services	79,028	75,233
Borrowing costs	-	1
Other expenses	4,589	4,501
Depreciation	33,664	32,342
Net loss from the disposal of assets	450	0
Total expenses from continuing operations	**196,758**	**186,639**
Operating result from continuing operations	16,028	20,566
Net Operating result excluding capital grants and contributions – Surplus/(Deficit)	**2,178**	**2,256**

Local Government Income

- Rates Income: Capped by the Rate Peg set by NSW Government agency IPART, limiting increases in general income from rates.
- Government Grants: Vital for funding new projects, though do not covering ongoing operational costs.
- Developer Contributions: Restricted to capital works, primarily funding new projects, not renewals and do not cover ongoing operational costs.
- Interest Income: Fluctuates with interest rates, with over half restricted and redirected into specific reserves.
- Fees & Charges: predominately are not full cost recovery and are therefore subsidised by rates income, such as statutory charges set by legislation and valued services such as sports field hire and community facility use.

How do we fund Council Services?

	2026/27 Budget $'000	2025/26 Q2 $'000
Income from continuing operations		
Rates and Annual Charges	139,088	134,044
User Charges & Fees	21,890	21,202
Interest and Investments	13,495	13,730
Other Revenues	16,005	14,918
Operating Grants and Contributions	8,458	7,764
Net Gain/(Loss) on Disposals	-448	-1,097
Total income from continuing operations	**198,488**	**190,560**
Capital Grants and Contributions	13,850	18,610



Rates and Annual Charges

Description	2026/27 ($'000)	2025/26 ($'000)	Change
Rates Income (Residential, Industrial and Business)	99,850	95,191	4.9%
Domestic and Commercial Waste Management	38,788	38,403	1.0%
Stormwater Management Service	1,250	1,250	-
Pensioner Rebate (Residential rates and Domestic Waste)	-1,800	-1,800	-
Pensioner Rebate Subsidy	1,000	1,000	-
Total	**139,088**	**134,044**	**3.8%**

Waste Management Charges

- Proposal to maintain the Waste Charge at 2025/26 levels
- Disposal costs are forecast to increase by CPI
- Reduction to the collection cost estimates based on 2025/26 budget as these were based off estimates only

Description	2026/27 ($'000)
Waste Charges Income 2025/26 Q2 Budget*	38,403
1% Population Growth assumption	384
TOTAL	**38,788**

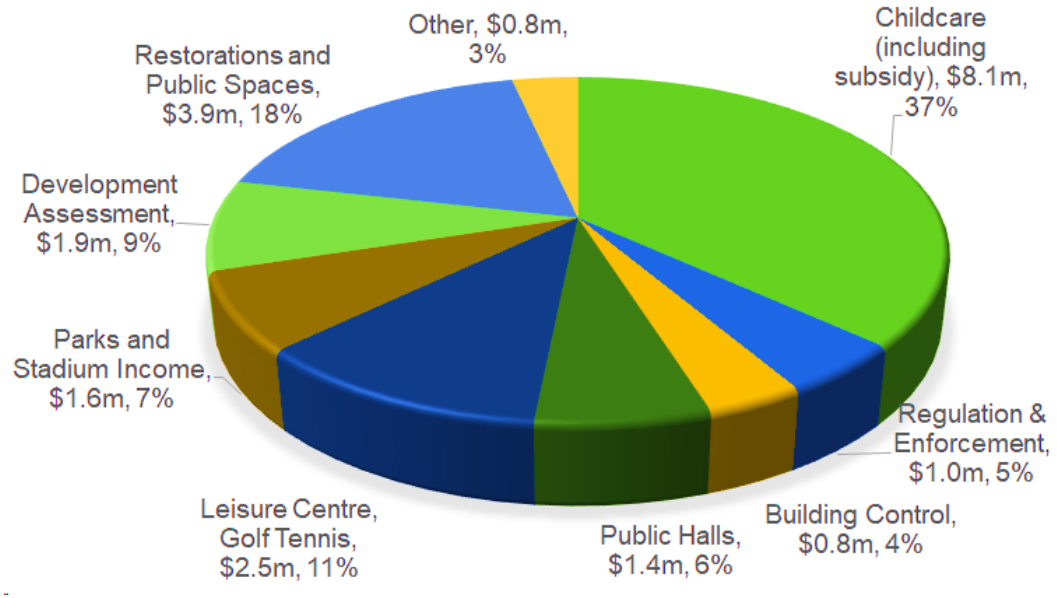
*Net of Pensioner Rebate

User Fees and Charges Budget Strategy

- Council-wide increase of 3% to eligible fees
  - ~ 400 fees are proposed to increase by 3%
  - ~ 240 are proposed to increase by more than 3%
- Approx 240 are proposed to remain the same
  - Legislated Fees are yet to be advised
  - Waste related fees and charges are being held at 2025/26 levels
- 80 new fees have been proposed for 2026/27
- A rounding policy has been applied as per previous years

User Fees and Charges Income Summary

- Fees and Charges represent 11% of Council's income
- Total income projected from fees and charges has increased by $687,500 (3.2%) on 2025/26
- There are approximately 1,200 individual fees
- CPI increase of 3% on applicable fees
- A portion of our fees are regulated and cannot be changed



User Fees and Charges

Description	2026/27 ($'000)	2025/26 ($'000)	Change
Community - Parks, Venue and Hall Hire (including Entertainment centre)	2,258	2,177	3.7%
Leisure Centre	1,703	1,650	3.2%
Golf Course Fees and Membership	634	612.11	3.6%
Early Learning Long Day Care fees	8,068	7,716	4.6%
Planning, Certification, Compliance, and DA related fees	3,501	3,700	-5.4%
Construction fees (Driveway Supervision, Construction/Work zones, Road Closures)	2,311	2,016	14.6%
Income - Restoration - Road & Footpath Reinstatements	1,620	1,600	1.3%
Lease of Vehicles	362	349.422	3.6%
Other	1,431	1,381	3.6%
TOTAL	**21,890**	**21,202**	**3.2%**

New User Fees and Charges

- 80 new fees have been introduced for the 2026/27 financial year.
- Majority of the new fees are in the Community & Culture Directorate.
  - 30 related to new Seasonal Fee Structures for Sport Fields, which have had the fees redesigned to better align to field usage without impacting the overall revenue being generated by Council.
  - 20 related to Hurstville Entertainment Centre and Marana Auditorium.
  - 15 related to the Leisure Centres which are managed by Bluefit.
  - 5 newly created fees are in the Museum and Gallery, Library and Events area.
- 2 new fees in Strategic Planning for State Significant Development and State Significant Infrastructure planning meetings and written advice.

Other Revenue

Description	2026/27 ($'000)	2025/26 ($'000)	Change
Property Rental Income	4,643	4,727	-1.8%
Regulatory Fines	7,357	6,437	14.3%
Car parking income	1,647	1,596	3.2%
Legal Fees Recovery - Rates and Debtors	750	750	0.0%
St George Venues Jubilee Stadium Naming Rights	200	75	166.7%
Other (Insurance premium refunds, sponsorships, Credit Card surcharges, Commission Fees etc.)	1,408	1,333	5.6%
TOTAL	**16,005**	**14,917**	**7.3%**

Operating Grants and Contributions

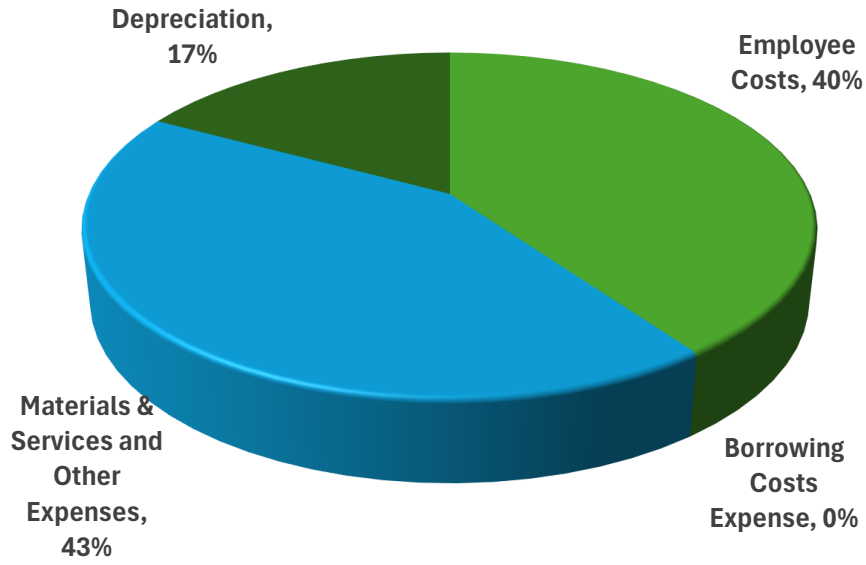
Description	2026/27 ($'000)
Financial Assistance Grant	4,321
Libraries, Events and other Community Services	652
Childcare Funding (Start Strong; Disability and Inclusion Support)	980
Assets and Infrastructure Grants (Roads to Recovery; RTA Block Grant Traffic Facilities; Roads & Bridges)	1,745
Street Lighting	387
Other Minor Grants (Trainee; Assets and Traffic; Heritage Building Grants etc)	373
TOTAL	**8,458**
Pensioner Rebate (Shown in Rates and Annual Charges)	1,000

Capital Grants and Contributions

Description	2026/27 ($'000)
Developer Contributions - Current Plan	6,860
Developer Contributions - Old Plans	2,990
Estimated Capital Grants - various departments*	4,000
TOTAL	**13,850**

Council Expenditure Classification

	2026/27 Budget $'000	2025/26 Q2 $'000
Employee Costs	78,694	75,135
Borrowing Costs Expense	1	1
Materials, Services and Other Expenses	83,949	80,858
Depreciation	33,664	32,342
Total Expense	**196,309**	**188,306**



Rising Costs

- Some increases in Council's expenses are driven by factors outside Council's direct control.
- These are referred to as uncontrollable costs.
  - For the 2026 financial year, these costs include:
  - Statutory increases such as compulsory superannuation and workers compensation
  - Increases in electricity, fuel and insurance premiums
  - Changes in external contracts where prices are set by market conditions
  - State- or federally-mandated requirements that result in additional costs
- While Council actively manages its budget and seeks efficiencies wherever possible, these cost pressures limit Council's ability to fully offset increases through internal savings alone.

Employee Costs

Description	2026/27 ($'000)
Employee Costs 2025/26 Q2 Budget	75,134
Increases	
Salary and Wages – Award Increase of 4.0%	2,815
Workers Comp - Insurance Premiums ($2.7m)	725
Regulation and Enforcement Resourcing	500
Award based employee performance and other realignments	400
Reductions	
Defined Benefits Top Up Scheme	(380)
Award Bonus Scheme	(500)
TOTAL	**78,694**
Items of note	
Employee Cost Reduction Strategy Application (mandated vacancy rate maintained at 5.0%)	(3,900)

Materials and Services

Description	2026/27 ($'000)	2025/26 ($'000)	Change
Waste Service Contractor and Tipping Fees	33,094	32,902	0.6%
Other Materials/Contractors (commission charges, agency fees, turf, cleansing products, concrete, trade tools, civil, childcare, events materials, graffiti removal, museum, etc)	11,214	10,766	4.2%
Contractors (trees, road restorations, bush care, animal management, bushfire management, cleaners, security, etc) **	9,060	7,844	15.5%
IT Costs	5,662	5,447	3.9%
Utilities and Street Lighting	4,527	4,397	3.0%
Property Management and Building Maintenance	5,803	5,680	2.2%
Insurance	2,359	2,206	6.9%
Consultancies and Professional Services **	3,108	2,739	13.4%
Plant and Equipment Running Expenses	1,585	1,503	5.4%
Legal Costs	2,120	2,110	0.5%
Councillor expenses	828	807	2.6%
TOTAL	**79,360**	**76,401**	**3.9%**

** includes Budget Bids

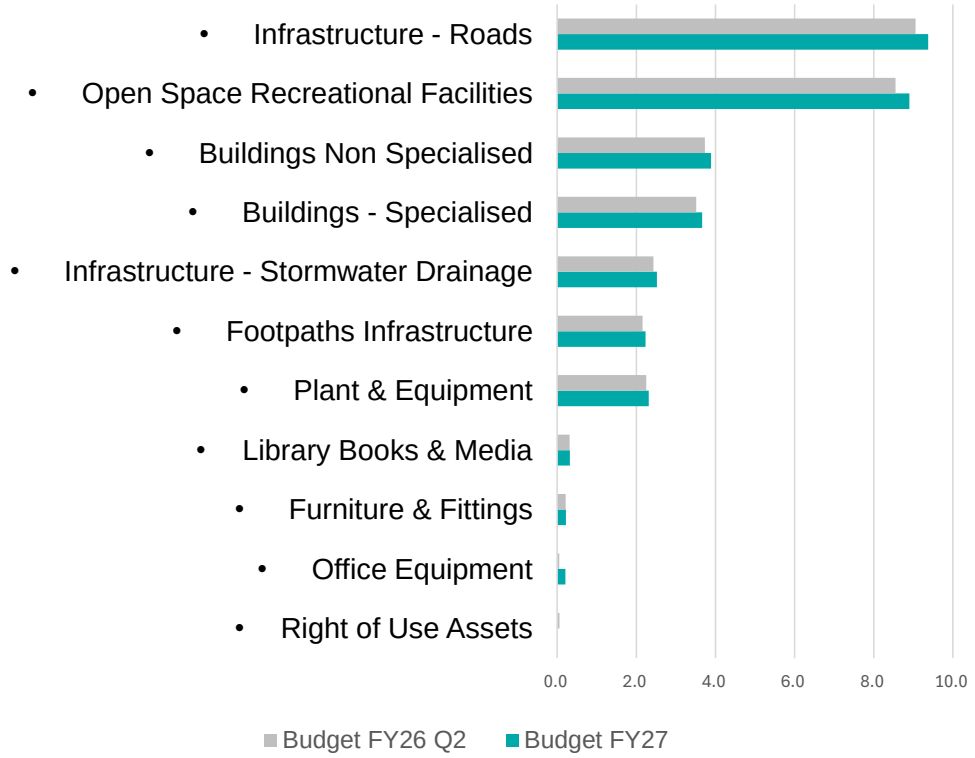
Other Expenses

- Predominantly payments made to statutory authorities including the Emergency Services Levy (NSW State Emergency Service and Fire and Rescue NSW) and Council's contribution pursuant to Section 7.42 of the Environmental Planning and Assessment Act.

Description	2026/27 ($'000)	2025/26 ($'000)	Change
Payment to Statutory Authorities - ESL, Section 7.42 of the EPA Act	3,550	3,435	3.3%
Community and Heritage Grants (including Councillor Discretionary Program $37,500)	388	363	6.9%
Venue Hire Grants and Contributions	600	580	3.4%
Doubtful Debts	52	52	3.2%
TOTAL	**4,589**	**4,427**	**3.7%**

Depreciation

- Asset management is a core council responsibility and essential to service delivery.
- NSW councils manage over $220 billion in community assets, including roads, buildings, open space, stormwater, plant, and IT systems.
- Assets must be maintained at a safe and functional standard, placing ongoing pressure on operating budgets.
- Council's growing asset base is reflected in increasing depreciation:
  - 2014/15: $18.0m
  - 2025/26 (forecast): $32.3m
  - 2026/27 (forecast): $33.7m



Directorate Budget Bids Included

Summary	Directorate	2026/27 ($'000)
Water Ride Software (automation of flood certificate generation)	Assets and Infrastructure	**15**
Flood Study 3-year program (total budget $150,000, noting $100,000 in grant funding)	Assets and Infrastructure	**50**
Stormwater Investigations	Assets and Infrastructure	**50**
Pedestrian lighting upgrade (existing lights) based on updated Australian Standard – Safety Issue (total budget $320,000, noting $160,000 in grant funding)	Assets and Infrastructure	**160**
Road and kerb condition assessment including pavement markings	Assets and Infrastructure	**190**
Tree Management	Assets and Infrastructure	**45**
Playground Repair Budget Increase (total budget $215,000)	Assets and Infrastructure	**75**
Asbestos Register Reinspection of 241 Council buildings within the Georges River LGA	Assets and Infrastructure	**135**
Operation G.O.A.T (Grazing On Adverse Terrain Weed Management Trial)	Assets and Infrastructure	**15**
Hurstville Civic Precinct Planning Proposal Review	Business and Corporate Services	**150**
Expand NSW Planning Portal transaction range	Business and Corporate Services	**11**

Directorate Budget Bids Included – cont.

Summary	Directorate	2026/27 ($'000)
Point of Sale Modernisation and Integration Project	Business and Corporate Services	**13**
NBN Connection to Hurstville Plaza Screen	Business and Corporate Services	**14**
Electronic Document Management System Content Manager Upgrade 25.4	Business and Corporate Services	**50**
Tool to manage Essential 8 compliance - Endpoint Central	Business and Corporate Services	**60**
Data Governance & System Consistency Review	Business and Corporate Services	**15**
Enterprise System Review - Scoping specialist support	Business and Corporate Services	**100**
Payable – Self-Service Flexible Rates and Receivables Payment Solution (total budget $111,000, noting $40,000 reduction in bank fees)	Business and Corporate Services	**71**
Online Reference Check Tool	Business and Corporate Services	**8**
Time and Attendance and Workforce Scheduling System	Business and Corporate Services	**30**
Acknowledgement of Country Plaques in Council's Libraries and Customer Service Centres	Community and Culture	**20**
Translation of key Council documents into community languages and Easy Read English	Community and Culture	**20**

Directorate Budget Bids Included – cont.

Summary	Directorate	2026/27 ($'000)
Biennial Independent Customer Experience Benchmarking and Assessment Program	Community and Culture	**45**
Risk mitigation ahead of Grant Funding Approval for Lunar New Year Festival (total budget increased by $150,000, noting $105,000 in grant funding)	Community and Culture	**45**
Implement Keyless Access system for new Community Centres	Community and Culture	**17**
Implement CXOne call center platform to Council sports, parks and entertainment booking teams	Community and Culture	**18**
Market valuations of Council's 29 sporting amenities facilities (total budget $30,000, noting $12,000 in additional income)	Community and Culture	**18**
Jubilee Stadium – Replacement of end-of-life function furniture	Community and Culture	**25**
Hurstville Golf Course – Development Application – Function Room Expanded Use	Community and Culture	**30**
Jubilee Stadium – Development Application Preparation	Community and Culture	**50**
Development of Asset Maintenance Schedule – Sans Souci Leisure Centre	Community and Culture	**75**
Companion Animal Identification and Desexing program	Environment and Planning	**40**
Illegal Dumping Surveillance Camera Program	Environment and Planning	**50**

Directorate Budget Bids Included – cont.

Summary	Directorate	2026/27 ($'000)
Electric Vehicle Charging Strategy	Environment and Planning	**60**
Tree Planting to meet Council's Tree Canopy Cover Target of 40% by 2038	Environment and Planning	**100**
Tree Planting Strategy to Achieve Council's Tree Canopy Coverage Target of 40% by 2038	Environment and Planning	**120**
Local Heritage Building Grants 2026/27 (total budget $50,000, noting $25,000 in grant funding)	Environment and Planning	**25**
Business Chamber South – Service Level Agreement	Office of the General Manager	**20**
Outsourced Management of WeChat and Red Note Social Media Channels	Office of the General Manager	**65**
External Service Review	Office of the General Manager	**35**
Council Meeting Management Solution	Office of the General Manager	**96**
TOTAL		**2,229**

Directorate Budget Bids Excluded

Summary	Directorate
Aboriginal Heritage Study and Management Strategy	Environment and Planning
Additional Budget for Christmas Decorations in Town Centres to Balance Actuals vs Budgeted Cost.	Community and Culture
Additional Playground Operational Budget	Assets and Infrastructure
Additional Resourcing to Support Increase in Community Engagement	Office of the General Manager
Traffic Study	Assets and Infrastructure
Change of Address Processing	Business and Corporate Services
Corporate Reporting Platform	Office of the General Manager
Enhanced Network Security and Performance via Aruba Central	Business and Corporate Services
Feasibility for Ibis Management	Environment and Planning
Flora and Fauna Condition Assessment: Half Decade Update	Environment and Planning
Full Risk Module in Pulse	Business and Corporate Services
GRC Public Toilet Strategy - Council resolution	Assets and Infrastructure
Gutter Replacement Program	Assets and Infrastructure
SharePoint - Content Manager 25.4 integration	Business and Corporate Services
Tree Planting Budget	Assets and Infrastructure
Tree Replacement Inspection Program	Environment and Planning
WHS – Casual Resourcing	Business and Corporate Services

Directorate Budget Bids Excluded – cont.

Summary	Directorate
Hurstville Museum & Gallery Collection Insurance Valuation	Community and Culture
HV Evatt Trail Upgrades	Assets and Infrastructure
Inspire Your World - Image and Video Refresh	Community and Culture
Integrated Learning Library	Business and Corporate Services
Library IT Hardware & Maintenance & Repair Budget Increase	Community and Culture
Map Builder to use with Intramaps	Business and Corporate Services
Microsoft Licensing Uplift (25% Increase for 2026–2029 Renewal)	Business and Corporate Services
Open Space Data Collection and Condition Assessment	Assets and Infrastructure
P&C Chatbot and Digital Employee Assistant	Business and Corporate Services
Preservation Needs & Significance Assessments for Council's Community Heritage Collections	Community and Culture
Public Art Maintenance and Conservation Survey	Community and Culture
Replacement of Legacy Microsoft RDP Environment with AVD (Nerdio-Managed)	Business and Corporate Services

GEORGES RIVER COUNCIL

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Delivery Program 2025-29 Updates

Community Strategic Plan 2025-2035 Strategy	Updated Delivery Program 2025-29 Principal Activity	Existing Delivery Program 2025-29 Principal Activity
Our Community		
1.1 Provide and support community events that connect people and reflect the diversity of our communities	1.1A Deliver a high-quality program of events and festivals, guided by Council's Events and Festivals Charter, Guide and Toolkit	1.1A Implement the Georges River Council Events and Festivals Charter, Events Guide and Events Toolkit
	1.1B Maximise Jubilee Stadium's community and economic value as a venue for major events	1.1B Maximise the utility of Jubilee Stadium as a venue for major events
1.2: Provide a range of accessible services, facilities and programs that respond to social issues and foster community wellbeing	1.2A Plan and deliver community infrastructure to meet current and future population needs, by implementing the Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS)	1.2A Implement the Georges River Community Infrastructure Needs Assessment and Acquisition Area Strategy (CINAAAS)
	1.2B Improve inclusion and access for people with disability by implementing the Disability Inclusion Action Plan	1.2B Implement the Disability Inclusion Action Plan
	1.2C Support community wellbeing by delivering and reporting on Council's Financial Assistance Program	1.2C Deliver and report on Council's Financial Assistance Program
	1.2D Support, celebrate and empower Aboriginal and Torres Strait Islander peoples and communities living, working and learning in the Georges River area, through the implementation of Council's Aboriginal and Torres Strait Islander Strategy	1.2D Implement the Aboriginal and Torres Strait Islander Strategy
	1.2E Foster social cohesion and respond to the evolving socio-economic needs of the Georges River community	1.2E Foster social cohesion and address the evolving socio-economic needs of the Georges River community
1.3: Provide a range of services, programs and facilities that address the needs of local people of all ages, and through all stages of life.	1.3A Advance Georges River libraries as community hubs for information, culture, creativity and opportunity, serving and strengthening our diverse community, through implementation of the Libraries 2030 Strategy	1.3A Implement Libraries 2030 Strategy
	1.3B Optimise use, access and long term sustainability of Council venues and sporting facilities	1.3B Enhance venues services with focus on community needs and financial sustainability
	1.3C Uphold our commitment as a child-safe organisation, putting children first and keeping them safe in our community	1.3C Uphold our commitment as a child-safe organisation
1.4: Provide and support programs that promote arts and culture	1.4A Develop and support the arts and culture, through implementation of the Create Georges River Cultural Strategy	1.4A Implement Create Georges River Cultural Strategy
1.5: Provide programs, services and activities that address health and safety issues	1.5A Protect community safety by implementing a Fire Safety Program, that requires buildings to comply with essential fire standards	1.5A Implement the Fire Safety Program that maintains buildings with essential fire services to safeguard the community

Community Strategic Plan 2025-2035 Strategy	Updated Delivery Program 2025-29 Principal Activity	Existing Delivery Program 2025-29 Principal Activity
	1.5B Protect community safety and promote compliance through effective delivery of regulatory services	1.5B Liaise with the NSW Government and relevant stakeholders to keep up to date with legislative changes around regulatory functions
	1.5C Safeguard public health by implementing programs for food premises, skin penetration premises and regulated systems	1.5C Implement programs relating to food premises, skin penetration premises and regulated systems
1.6: Provide programs, services and activities that support knowledge sharing and life-long learning	1.6A Enhance our Early Learning Services to meet the needs of our community, through implementation of the Early Learning Services Strategy 2021-2031	1.6A Implement the Early Learning Services Strategy 2021-2031
1.7: Provide programs and events that promote, support and celebrate local heritage and history	1.7A Protect and enhance heritage and local character by retaining and conserving heritage items within the Georges River Local Government Area.	1.7A Promote the retention and conservation of heritage items within the Georges River Local Government Area.
1.8: Provide Positive experiences across all customer interactions for our community and visitors	1.8A Deliver a consistent, high-quality customer experience across all services, by implementing the Customer Experience Strategy	1.8A Implement the Customer Experience Strategy
Our Green Environment		
2.1. Identify and apply initiatives to reduce energy and water usage	2.1A Protect and enhance the natural environment by reducing Council's environmental impact and empowering others to do so, through implementation of the Environmental Resilience Action Plan 2022–2040.	2.1A Implement the Environmental Resilience Action Plan 2022- 2040 for Council services
2.2 Ensure that waste is managed as a resource with minimal negative impacts from its disposal	2.2A Achieve sustainable waste management outcomes by implementing the Waste Strategy 2021–2040	2.2A Implement the Waste Strategy 2021-2040.
	2.2B Increase community participation in sustainable waste and recycling practices through targeted education initiatives	2.2B Deliver community education initiatives to support environmentally sustainable waste disposal and recycling practices.
2.3 Encourage local communities to participate in environmental protection and sustainability initiatives	2.3A Reduce community environmental impact by delivering education programs focused on energy efficiency, waterway protection, waste reduction and climate action	2.3A Undertake programs and activities to educate the community on reducing energy consumption, protecting waterways, reducing waste and taking other action to improve the environment, with a focus on climate change projects.
2.4 Develop and implement policies and procedures that embed resilience principles to address risks arising from natural disasters such as bushfires, flooding and extreme weather events	2.4A Reduce the community's exposure to natural disaster risk by implementing policies and procedures that address these. risks.	2.4A Implement policies and procedures addressing risks from natural disasters
2.5 Implement programs and activities to ensure that local bushland and waterways are healthy and biodiverse	2.5A Advance the health and amenity of the Georges River, through active representation on Georges Riverkeeper	2.5A Represent Council's ambitions for the Georges River through the Georges Riverkeeper
	2.5B Protect the scenic character of the foreshore by developing and implementing appropriate planning controls.	2.5B Develop and implement planning controls to protect the scenic character of the foreshore

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2.6 Adopt and promote measures to increase the tree canopy, bushland and reinstate our biodiversity including endemic flora and fauna	2.6A no change	2.6A Provide appropriate and responsive management of current and future tree assets within the Georges River Local Government Area
	2.6B Protect, conserve and enhance the natural environment by implementing Council's Bush Regeneration Program	2.6B Implement Council's Bush Regeneration Program to protect, conserve and enhance the natural environment
Our Economy		
3.1: Support local businesses to help protect jobs and create employment opportunities	3.1A Effectively advocate for Georges River local government area, to state and federal government and other agencies, through the development and implementation of an Advocacy Plan.	3.1A Implement initiatives in key economic sectors in response to the Economic Development Strategy
	3.1B Drive local economic growth by completing and implementing a new Economic Strategy	3.1B Actively participate with State agencies and Bayside Council to achieve the ambitions for the Kogarah Health and Research Hub Collaboration Area.
	3.1C Grow innovation in the region by building strategic tertiary partnerships	3.1C Prepare and implement an action plan to market the Georges River Local Government Area's investment opportunities
3.2: Identify and implement initiatives to grow the night-time economy across the council area	3.2A Grow a vibrant and safe night-time economy by delivering programs that activate town centres after hours	3.2A Deliver programs to activate and increase the nighttime economy in town centres
3.3: Maintain local town centres and public spaces to ensure they are clean, attractive and safe for local communities and visitors.	3.3A Ensure town centres and public spaces are functional and safe	3.3A Maintain Council's green open space and town centres to be functional and safe.
3.4: Encourage and support place-based events and activities to activate town centres.	3.4A Create thriving places by implementing and promoting long-term place-based initiatives	3.4A Work with other directorates and teams to implement, promote and market long-term place-based initiatives
3.5 Implement greening and planting initiatives in town centres	3.5A Improve the amenity and attractiveness of town centres by implementing greening and planting initiatives	3.5A Implement greening and planting initiatives in town centres
3.6 Protect employment growth and services during land rezoning processes	3.6A Revitalise and strengthen commercial centres by implementing the recommendations of the Commercial Centres Strategy	3.6A Implement the recommendations of the Commercial Centres Strategy
Our Built Environment		
4.1 Manage development assessment processes to reflect the intent of local planning instruments, state planning objectives and community priorities	4.1A Deliver timely, high-quality development application assessment that provides a positive customer experience	4.1A Monitor and standardise DA assessment reports and templates
	4.1B Increase community understanding of development and building approval processes	4.1B Provide ongoing education to the community about controls to the development and building approval processes
4.2: Create local policies and initiatives to encourage a greater supply of housing diversity, quality design and sustainability principles	4.2A Increase affordable housing supply through the development and implementation of an Affordable Rental Housing Contributions Scheme	4.2A Develop and implement an Affordable Rental Housing Contributions Scheme.

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	4.2B Support increased affordable housing options, by exploring opportunities for affordable housing in Council redevelopments.	4.2B Explore opportunities for affordable housing in Council redevelopments.
	4.2C Encourage diversity of housing with quality design and sustainability principles, through policy development	4.2C Develop policies to encourage diversity of housing that ensures quality design and sustainability principles
	4.2D Revitalise local centres and respond to community aspirations by completing Master Plans for key centres	4.2D Complete Master Plans for local centres that will revitalise and respond to the community's ideas and aspirations for the future
4.3: Plan and provide a range of appropriate public transport services such as train and bus services	4.3A Advocate to the State Government for improved public transport services to the LGA	4.3A Pursue State Government priority for improved public transport services to the LGA
4.4: Plan, maintain and improve safe and connected roads, footpaths and cycleways	4.4A Increase road and pedestrian safety across the Georges River LGA	4.4A Increase community and road safety in Georges River Local Government Area
	4.4B Ensure Council's footpath and shared path network is functional and safe	4.4B Maintain Council's footpath and shared path network to be functional and safe
	4.4C Ensure Council's road assets, including roads, kerb and gutter, retaining walls and bridges, are functional and safe	4.4D Maintain Council's road assets (roads, kerb and gutter, retaining walls and bridges) to be functional and safe
	4.4D Ensure Council's stormwater assets are functional and safe	4.4E Maintain Council's stormwater assets to be functional and safe
4.5: Plan, maintain and manage public parks, facilities and open spaces to provide diverse active and passive recreation options	4.5A Improve the management of parks and reserves by ensuring updated Plans of Management and Master Plans are in place	4.5A Ensure our parks and reserves have updated Plans of Management and Master Plans
	4.5B Optimise the use and availability of Council's sports fields.	4.5B Maintain Council's sport fields to optimise use and availability
	4.5C Optimise the operation and management of Council's aquatic facilities	4.5C Maintain Council's aquatic facilities to achieve community service delivery outcomes
	4.5D Ensure Council's playgrounds are functional and safe	4.4C Maintain Council's playgrounds to be functional and safe
	4.5E Ensure Council's buildings are functional and safe	4.5D Maintain Council's buildings to be functional and safe
4.6: Plan for and manage collaboratively with the three spheres of government to improve community assets and facilities	4.6A No change.	4.6A Progress the construction of a new aquatic facility in the Georges River LGA
4.7: Manage and maintain community access to local waterways and bushland	4.7A Improve community access to waterways and bushlands through planning and implementation of access improvements and ensuring Council's marine and foreshore assets are functional and safe	4.7A Plan for and implement improved access to waterways and bushlands
4.8: Prioritise investment in infrastructure	4.8A Secure land identified in the comprehensive LEP for future public infrastructure and community benefit, through implementation of a purchasing program for property requiring compulsory acquisition	4.8A Plan for and implement a purchasing program for property requiring compulsory acquisition identified in the comprehensive LEP

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	4.8B Deliver a planned asset renewal program that prioritises the timely replacement and upgrade of infrastructure	New
Our Governance		
5.1: Ensure all levels of government consult and engage the community on projects, initiatives and issues which have an impact on their lives	5.1A Improve service outcomes through regional collaboration for shared facilities and services	5.1A Develop an engagement program for services and facilities where regional collaboration would assist in their delivery, including those identified in the GRC Open Space, Recreation and Community Facilities Strategy
	5.1B Achieve consistent and meaningful community engagement by embedding Council's Engagement Strategy	5.1B Embed Council's Engagement Strategy as an overarching process for all Council engagement activity
5.2: Implement a governance framework that covers ethical behaviour, financial management including procurement, risk management and access to information	5.2A Strengthen governance and accountability by facilitating the Audit, Risk and Improvement Committee (ARIC) to fulfil its responsibilities under the Local Government Act and the ARIC Charter	5.2A Facilitate the Audit, Risk and Improvement Committee (ARIC) to fulfill its responsibilities under the Local Government Act and ARIC Charter
	5.2B Promote an ethical, efficient and well-governed organisation by embedding strong internal controls and good governance practices	5.2B Promote and create an ethical organisational environment with emphasis on internal controls, efficiency, effectiveness and good governance
	5.2C Reduce organisational risk exposure by maturing Council's Enterprise Risk Management Framework and focussing on education, awareness and mitigation	5.2C Maintain the focus on education, awareness and mitigation with respect to risk management and increase Council maturity in regard to Council's Enterprise Risk Management
	5.2D Uphold transparency obligations by maintaining online public registers and Designated Persons disclosure returns, in accordance with Government Information (Public Access) Act 2009 and Council's Code of Conduct	5.2D Maintain online public registers as required under the Government Information (Public Access) Act 2009 and Designated Persons disclosure returns in accordance with Council's
	5.2E Meet statutory reporting obligations by reporting to the Office of Local Government and NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters	5.2E Report to oversight bodies, including the Office of Local Government and the NSW Ombudsman on Code of Conduct and Public Interest Disclosure matters in accordance with statutory reporting requirements.
5.3: Maintain a sustainable financial position balanced with demand for services and new projects by evaluating the long-term financial impacts of decisions and ensuring the current generation adequately funds the services it consumes	5.3A Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future	5.3A Ensure financial decisions address the key financial sustainability risks to secure Council's immediate and long-term future
	5.3B Manage Council's commercial property portfolio to optimise financial returns, directing profits to fund community assets and services	New
5.4: Undertake effective management of digital frameworks to enable responsive and timely services and information and protect privacy	5.4A Improve digital capability and service delivery by implementing the Digital Strategy	5.4A Implement the Digital Resourcing Management Plan

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5.5: Implement leading people practices to create a high performing, capable and resilient workforce	5.5A Provide a safe workplace, where staff feel supported and valued, by implementing a Workplace Health and Safety System	5.5A Implement a Workplace Health and Safety System to support a safe workplace
	5.5B Build workforce capacity and capability, through implementation of Our People Plan	5.5B Implement our Our People Plan (Workforce Management Plan)
5.6: Ensure decision making is evidence based	5.6A Strengthen councillor capability and effectiveness by delivering a councillor induction and professional development program in accordance with the Local Government Act 1993	5.6A Implement and deliver a councillor induction and professional development program as required by the Local Government Act 1993 to ensure councillors are able to effectively fulfill their roles.
	5.6B Provide strategic accountability and transparency to the community through compliance with Integrated Planning and Reporting legislation	5.6B Comply with all requirements of Integrated Planning and Reporting legislation, including progress reports for the Community Strategic Plan, Delivery Program and Operational Plan
	5.6C Provide transparency to the community, by communicating decisions made by the elected body	5.6C Ensure the community are kept informed of decisions made by the elected body
	5.6D Improve service efficiency and effectiveness by conducting reviews of Council services, in line with the Service Review Program	5.6D Conduct reviews of Council services in line with Council's Service Review Program
	5.6E Ensure Council operates lawfully and in the public interest through effective legal representation and sound legal advice	New